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# PRINTERS' INK

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VOL. CLVIII NEW YORK, FEBRUARY 25, 1932

No.

# Bold Merchandising in 1931 Triples Previous Record Earnings

Story of What Resulted When Copeland, Flouting Depression, Improved Product, Added Salesmen and Increased Advertising

As Told to Roy Dickinson

# By W. D. McElhinny

Vice-President, Copeland Products, Inc.

[EDITORIAL NOTE: For a company to earn \$6.04 per share in 1931 as against \$2.05 per share in 1930-and do it by increasing, rather than curtailing, investment and overhead-is a sensational achievement which some of the timid, cheese-paring merchandisers of this day may have difficulty in Yet here is the comprehending. story, told in plain business English. It reveals, in a striking way, the strength of the old-time fundamentals of selling and their ability to deliver in bad times as well as in good.]

WE at Copeland do not admit that business conditions are as bad as they are portrayed. The situation that the country is in today would have been considered good not many years ago. I believe it is possible to do a selling job in any line these days, but that not everyone will do such a job because some haven't made the necessary preparations and are unwilling to pay the price. They are still wishing for the good old soft times.

The story of what Copeland did in 1931, following record-breaking years in 1930 and 1929, is briefly told in its earnings report for 1931. The company earned \$6.04 per share in that year compared with \$2.05 in 1930, almost treble. Net sales for the fiscal period of 1931 were just short of five times

the company's net worth at the beginning of the year.

The following factors contributed very materially in attaining this increased volume:

1. Improvements in the product; 2. Enthusiasm aroused in a series of sales meetings;

3. A larger and more active field organization;

4. More and better co-operation with dealers;

5. Taking advantage of existing conditions.

And we expect a new record for the present year.

We started 1932 with the largest and most successful national dealer convention in our history. More than 1,100 dealers from every section of the United States and some foreign countries attended this meeting early in January.

Our advertising campaign for 1932 is the largest we have ever had. The schedule calls for additional space in magazines, newspapers, business papers and vocational publications. Provision has been made for radio advertising and road signs, as well as for exhibits in building and household equipment shows.

The success of any sales organization depends in large measure on what it has to sell. Many a competent organization gets the blame for unsatisfactory results when the fault lies with the product or the price. You can't make dealers and

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W. D. McElhinny

salesmen enthusiastic over the product unless you can make them believe that it is a good value, and they can't close many prospects unless they can make the prospects believe the same thing. There is plenty of competition in every field.

Believing that new mechanical features are valuable as new advertising features, we introduced a number of improvements in electric refrigerators to help strengthen the sales appeal. Included in these were a Coldial conveniently placed within the cabinet for faster freezing or defrosting, a water chiller that provides cold water or makes other drinks available at all times with the press of a button, a colddrawer, a low temperature compartment for frozen foods, meat, fish, ice cream or storage for extra freezing, capable of freezing a tenpound block of ice, and a coldcrisper that keeps lettuce, celery, and similar vegetables crisp and fresh for days or weeks. The refrigerators were equipped with automatic electric lights, and their general appearance was greatly improved.

In January of last year, we held a national sales convention in Detroit. We showed distributors and dealers our new models. We told them of our sales plans for the year and they were highly enthusiastic. They were sold on the com-

pany and on the product, and new ways to sell as they never had been before.

Beginning with February, and continuing well into May, I and a corps of assistants from the factory traveled in every part of the country, holding district sales meetings in the large centers of distribution. These meetings lasted two days and were attended by our distributors, dealers and their salesmen—from 100 to more than 500 at each.

There were no frills. We got down to work, dealt with facts and talked about the new models and how to sell them. We devoted considerable attention to the product, of course, for reasons I have already stated.

The matter of the dealer's set-up, the most satisfactory methods of directing salesmen, getting prospects, making demonstrations, closing and promotional plans of various kinds were thoroughly discussed. Not only was enthusiasm created, but much concrete sales assistance given. Between meetings we held conferences with distributors and dealers, to help them solve special problems and plan sales campaigns.

A comprehensive program was mapped out for our regional managers and they, in turn, outlined the plans to their sales representatives. They were assigned sales quotas, with a considerable increase over 1930.

To attain this increase, each regional manager was given a new dealer quota, together with instructions for co-operating with dealers to help them meet their quotas. Help was given dealers in securing and training additional retail salesmen.

# How Field Men Worked with Distributors

The field men also worked with distributors, helping better to balance their activities. For example, some distributors were inclined to devote too much time and effort to their retail departments and not enough to their wholesale, and vice versa. Distributors were encouraged to intensify their retail sales

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in their own cities, just as automobile distributors do; but they were also told that they must appoint a satisfactory number of dealers in their territory and help these dealers with their sales and service.

Regional managers and representatives were instructed to give dealers in smaller places more assistance than formerly. It is easy for a manager or representative to devote his time to distributors in large cities because of personal preference for the larger places and chances for easier success.

As many dealers are not equipped to handle apartment house sales, because of the large volume, our field men were held responsible for these sales which were turned over to the local dealer. They also saw that dealers purchased and used direct mail helps supplied by the

company.

Field representatives work under the direction of their regional managers and make daily reports to them, sending a copy to the factory. Prepared forms are furnished for this purpose, providing spaces for date, time of leaving one point and arriving at another, name of distributor or dealer called on, name of city, information regarding his organization, stock and merchandising methods. Half the form is left for the field man's report on constructive work done, such as educational meetings held with the dealer's organization, apartment house deals closed, interviewing prospective salesmen for the dealer and helping the dealer plan a sales campaign for the following week.

### Form Is Easy to Mail

The reports are made in duplicate. The original is mailed in the hotel envelope from the point designated in the salesman's itinerary to the regional manager. The duplicate copy is gummed at the bottom and self-addressed to the factory, so that all the salesman has to do is to fold the form, seal it, and mail without an envelope.

An important part of our program was a determined effort to improve the situation in our fac-

tory branches by more careful management and control.

The results achieved for the fiscal year ended October 31, 1931, justified the premises on which we started out. Unit shipments for the year increased 23.1 per cent over those of the previous year, which had shown a similar increase over that of 1929. Sales of commercial refrigerating units during 1931 were 54.86 per cent greater than in 1930. The increase in commercial sales was brought about largely by giving the merchant a type of refrigeration that was not available to him before.

In order to keep up with the exceptional record of the fore part of the year, we inaugurated a sales contest, starting July 20 and ending September 30, that resulted in increasing our sales 60 per cent over those for the corresponding period of the previous year. Moreover, our unit shipments for November and December were approximately 38 per cent over the corresponding months of the previous year.

### Sales Costs Were Held Down

The actual sales cost of getting this business was held well below the budget set up for the year, and materially under the same items of expenditure for the same period of the preceding year.

the preceding year.

Sales to and by the three factory branches operated by this company increased very substantially during the year and at the same time the profit and loss situation was grati-

fyingly improved.

Obviously, back of these accomplishments was a large amount of detail, of plan and hard work. We mixed a great deal of analysis and hard thinking in our sales plans and efforts. Then, our organization worked harder than ever. Also, we maintained the reputation Copeland has won for introducing new features in refrigeration and made several distinct mid-season improvements.

Among these are three noteworthy achievements: The improvements in household models, the room cooler, and the gasoline-engine-operated units that now make mechanical refrigeration available beyond the electric power lines.

There is a large field for room coolers with restaurants, lunch rooms, florist shops; in fact, all stores where business profits by enticing customers to enter and linger over displayed goods. There is a substantial demand for room coolers for executive offices, general offices, doctors' and dentists' offices.

Through the medium of gasoline-engine-operated refrigeration equipment, farmers, ranchers, dairymen, resort operators, country hotel owners, etc., may have all the advantages of mechanical refrigeration. Motor trucks are being equipped with this new gasolineengine-driven refrigeration equipment so as to maintain the desired temperature of milk, meats, ice cream and other products on their way to market, regardless of time on road, or how hot the weather may be.

Of course the additional features and refinements added to the manufacturing cost. However, this increase was more than offset by the increased sales which the improvements made possible, aided by intensive and well-directed sales and advertising effort. As a result of increased volume, the company has been able to make substantial price reductions on all models in 1932.

## Some Future Cooling Possibilities

In the last five years, electric refrigeration has made great progress in winning public acceptance. It is accepted today as standard in several million homes and business places. Yet I believe few persons have any idea of the extent to which the business will grow in the immediate future with many "cooling" applications as yet unheard of. Artificially cooled railway passenger cars have already made their appearance on several railroads. It is entirely possible that the principle of cooling will be applied to our large overland passenger busses. And, no doubt, the time will come when some means will be developed for cooling automobiles in hot weather, just as we heat them in winter.

All these things are no more unreasonable than was the thought not many years ago that we would have starters for our cars and heat them in winter. Once a principle is established, it is only a matter of time for many applications to develop, many of which were unthought of at the beginning.

## Large Market Waiting to Be Sold

We are facing 1932 with confidence that electric refrigeration will continue its upward movement of the last several years. This is because we have actually only begun to supply the demand. More than five-sixths of the present market is unsold, and I believe that the market is increasing as rapidly as the sales of all good companies.

Electric refrigeration is a young industry that is just receiving general public acceptance. It is acquiring stature. It had no precedents of its own and, therefore, no traditional restrictions. It has the energy and imagination characteristic of youth.

The country is supposed to be in a great depression—the greatest of our time. It has proved a great many things. We now know that 1928 and 1929 were peak years, when we were all wrong, the economists were all wrong, the bankers were all wrong, and apparently we have all been wrong in our reasoning since. We were wrong in making some money, had no right to make it; we were wrong in losing it-and, to listen to a lot of people, we are now wrong in trying to make more.

As the depression has continued, it has become obvious that these times represent a new deal. It doesn't make any difference what happened in the last ten years. That game has been played and we are now starting a new deal, the same as we started back in 1921 and 1922.

In this new deal, knowledge, initiative, resourcefulness, and hard work are still aces which any man can use, and the game should not be figured on memories of past profits, but with the stern realization of what we have in our hands to play with now.

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# 501 EXCLUSIVE Accounts in 1931

A TOTAL of 501 display accounts used The Journal exclusively to sell the Milwaukee-Wisconsin market in 1931... because exclusive schedules in The Journal sell the market so thoroughly and so economically as to make any other plan extravagant.

An advertising campaign confined to The Journal reaches more than 80% of the buying power in Greater Milwaukee. Few advertisers can afford to pay nearly 100% additional for advertising space directed to that part of the market not reached regularly by the Journal.

Make the budget go farther in 1932. Investigate the effectiveness of Milwaukee Journal exclusive advertising.

 Includes only regular accounts of more than 500 lines. Does not include account twhich appeared in special pages.

# THE MILWAUKEE JOURNAL

National Representatives . . . . . . O'Mara & Ormsbee, Inc.

New York

Chicago

Detroit

Los Angeles

San Francisco



# ON THE KIGHT THACK

for railroad advertising means: First, learn who and how many want to go where. This we did for Canadian National Railways by a unique ticket sales analysis. We then determined the potential market for Canadian transportation in the Western, Mid-Western and Eastern parts of the United States. With this result: Effective localized advertising messages and the right distribution of advertising expenditure for each sector of the countryhandled differently, mind you, yet with uniformity, by our separate offices.

# McCANN-ERICKSON, Advertising

EACH OFFICE AN AGENCY IN ITSELF EQUIPPED TO GIVE FULL SERVICE TO CLIENTS

New York - Chicago - Cleveland - Denver - San Francisco - Seattle - Los Angeles - Toronto - Montreal - Vancouver - Winnipeg - London - Paris - Frankfort, o. M.

# Woolworth Goes to 20 Cents

Fifty-Year-Old Policy of Nothing Over a Dime Is Experimentally Junked in Interest of Progress

ON February 27 approximately 100 stores in the F. W. Woolworth Company chain will relegate their "Nothing Over 10 Cents" signs to their cellars where the signs will probably gather dust and eventually be destroyed. For the new slogan of these stores is to be "Nothing Over 20 Cents" and if the plan works out the entire chain will follow suit.

The stores selected for the test are scattered throughout the country, most of them being in the far West, South and Southwest.

All of the Woolworth stores West of the Missouri River have been selling at 5, 10 and 15 cents; the rest have carried nothing over 10 cents. Now the far Western stores will have 5, 10, 15 and 20-cent classifications and the others 5, 10 and 20-cent classifications. There will be no 15-cent merchandise East of the Missouri River for the present at least.

The new 20-cent merchandise will be on sale in all parts of the stores, not in any one department. The number and types of items to be carried at this price will be limited at first but if the plan is successful there probably will be no limit.

# A Couple of Months Will Tell

"We will expand, in all probability," a PRINTERS' INK representative was told at the executive offices of the Woolworth company, "into any lines in which we can sell items of exceptional value for 20 cents. In the beginning the list will not be very large but if our plan works, and we should know within a couple of months whether or not it will, then we shall additems in practically every department.

"One of the outstanding examples of what the new price range will enable us to do is to be found in our crockery departments. We are at the present time able to offer some exceptional values and a fairly complete line. But naturally we can't sell some of the larger pieces for 10 cents. Even some of the items that are carried now cost the stores more than 10 cents. But with the 20-cent price we shall be able to sell a complete set of dishes of 100 pieces. The set will probably cost the customer about \$14 or \$15 at Woolworth's. A similar set of comparable quality would sell in some department and other stores for as high as \$25."

A question about the possibility of Woolworth later entering the 25, 30-cent or higher price classes was answered with a definite "no."

## "No Higher Than 20 Cents"

"Our intentions," it was stated, "are definitely and positively to go no higher than 20 cents. And it is possible that we may not continue to sell at this new price. The plan either goes at 20 cents or goes out. We won't try other prices.

"We have been considering this move for months and are convinced it is practical. But we won't hesitate to drop it if we find that our customers don't want it or we can't benefit by it."

There is to be no general public announcement of the change. The company will depend upon people finding out about it by visiting the stores.

It would seem that Woolworth is letting a real advertising opportunity slip through its fingers. Isn't this a golden opportunity to stimulate business not only among the chain's present customers but among the many who do not now patronize its stores? There is no doubt that the news will spread widely without advertising; but how much faster and surer the news would travel with advertising.

Perhaps the value of advertising could be tested by Woolworth. Why not select two cities with approximately the same purchasing power and advertise the new policy

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The Detroit News TO OUTPUT GROWS R PLAKS THOUSANDS AT I

# WHAT A MARKET DETROIT IS!

THIS Detroit market, fourth in size in the United States, is a huge sales area at any time. Today with employment increasing and with Ford production of a low priced eight and four cylinder automobile assured, the Detroit market is an even more lucrative field for the aggressive advertiser, particularly since Detroit is one of the few large markets that is intrinsically economical to cover.

The Detroit News, with 94% of its circulation concentrated in the trading area, has a coverage of 71% of all Detroit homes with incomes of \$3.000 and over. It also enjoys the largest circulation in Michigan and the best concentration in the rich Detroit area. The News offers advertisers an opportunity to cover one of America's largest cities at the correct phychological moment at an economical rate. Detroit is waiting for the aggressive advertiser.

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News THE HOME NEWSPAPER

Chicago Office J. E. LUTZ

New York Office I. A. KLEIN, Inc.

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in one and depend upon word-ofmouth publicity in the other? It should be fairly easy to check and

compare results.

Probably Woolworth hasn't forgotten its experience with its fittieth anniversary sale in 1929. President H. T. Parson reported at the end of that year that "the expense of the sale in advertising more than absorbed the merchandise profit on the sale."

Actually, however, there was only a small advertising expenditure. There was a large expenditure for loss leaders and that is what Woolworth calls advertising. But the leaders didn't have the advertising value that was expected and profits suffered accordingly. So "advertising" was blamed.

The new departure automatically widens the range of Woolworth competition. The chain will probably soon be selling items for 20 cents that other stores are selling for as high as 50 cents. The Woolworth practice of selling "high cost merchandise," or loss leaders, will make this possible. Independents may be expected to increase their cries for Government help in the form of chain-store taxes, and the like.

## Manufacturers Scrambling Already

Also, there will be a scramble among manufacturers of products, which heretofore have been too high priced for Woolworth, to sell to this chain. It has started al-

ready.

It is possible that Woolworth may be forced to change some of its long-established policies and methods as a result of the new price range. At present the company has a list of some 20,000 items for its store managers to select from. This may be more than doubled soon. Even with the 20,000 items it has been difficult at times for the store managers and the management to watch all of these and keep a steady flow of goods going through the stores.

Store managers are under standing orders to watch their stocks of every item and reorder before they get too low. The orders go through the district office where they are pooled and sent to the various manufacturers. (The 2 per cent cash discount which the district office is able to obtain, by the way, pays for the operation of that office.) Will the present system be able to handle 40,000 or 50,000 items efficiently? One store manager states that he doubts it. He believes that some sort of automatic stock control plan will have to be devised for the stores.

This same manager, too, is a bit dubious about the wisdom of killing the famous "Nothing Over 10

Cents" slogan.

"Fifty years of featuring that slogan," he said, "have made it part of the Woolworth name. It seems to me that we are taking a chance on damaging valuable prestige. I think we have a wide enough variety of goods in our stores now; that it is unnecessary for us to go into a higher price classification."

Whether the move is wise should be known within a few months. It is testimony, however, to the willingness of the Woolworth management to break away from old customs. The only way it will ever find out if it should be carrying 20-cent items is to experiment. The limit being 10 cents for fifty years should not stand in the way of a change if it can be demonstrated that it will be profitable.

# Appoints Moser, Cotins & Brown

The Patent Cereals Company, Geneva. N. Y., has appointed the Utica office of Moser, Cotins & Brown, Inc., to direct the advertising of its Rex paste and Rex wall size. Business papers and direct mail will be used. This appointment is in addition to the advertising of the Patent company's Dic-A-Doo paint cleaner, which is also handled by the Moser, Cotins & Brown agency.

Penn Tobacco Appoints Hovt
The Penn Tobacco Company, WilkesBarre, Pa., has appointed the Charles
W. Hoyt Company, Inc., New York, to
direct the advertising of its Pocono
tobacco division. This division is marketing a new tobacco which is sold in
conjunction with the company's cigarette
rolling machine.

Masonite Account to Ayer
The Masonite Corporation, Chicago,
manufacturer of Masonite and Presdwood, has appointed N. W. Ayer & Son,
Inc., to direct its advertising account.
This appointment is effective April 1.

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Aver Chicago, Presd-& Son, account. pril 1. We bought this space to talk about ourselves . . . but maybe you'd be more interested to know that owners of property facing the site of the new Post Office and Federal Building for Jacksonville will soon begin construction of an office building to cost more than a quarter of a million dollars.

. . . . The Florida Times-Union



Chicago Architectural Photographing

PHOTOGRAPH OF THE CHICAGO DAILY NEWS BUILDING

# CHARACTE

REPUTATION is what people say about you. Character is what they know about you. You can't order character over the phone as you do groceries. It isn't on the market. It can't

be bought. You've either to or you haven't got it. It is of men. It is so of newspay

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National Advertising Representating GEORGE

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Copyright, 1932, The Chicago Dally News, Inc.

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he people of Chicago at its net worth. What it says, they know be true. It has never deeived them. It has never "led hem wrong" knowingly. It has ever toyed with their emotions nor played on their passions. They have learned to appraise the importance of human happenings by the typographical emphasis in The Chicago Daily News.

The Chicago Daily News may at times have been wrong-for too, is human-but the people have never questioned its sincerity. At times its advice, in the light of later events, may not have proved altogether right, but the people have known, in any such case, that the mistake came from the heart-not from political or local pressure.

To the best of its ability, for either g years upon years, The Chicago it. It is Daily News has so wholenewspop heartedly served its home town that today no paper in the world The Chi receives such whole-hearted supen taken port or enjoys such complete

confidence in the community to which it has given its life.

No advertiser can ignore the proverbial fact that over fourhundred-thousand of the strongest homes in Chicago habitually wait to make up their minds till they "see what the News has to say." These nearly a half-million Chicago Daily News homes constitute the very backbone of Chicago. Many a time Chicago's destiny has been decided, under their living-room lights, with their trusted evening across their knees. So has it been with problems of national and international moment, with municipal issues - and with merchandise.

Without the confidence and the support of these Chicago Daily News homes, over the long haul, the best-laid sales and merchandising plan falls down. With that confidence and support, the doors of the Chicago market are wide open to you.

# DAILY NEWS

TRATED EVENING CIRCULATION

resentati GEORGE A. McDEVITT CO.

50 Park NEW YORK

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SAN FRANCISCO Monadnock Bldg.

NEW YORK 165 Broadway

Financial Advertising Office -CHICAGO 29 S. LaSalle Street

# FIRST again with a NEW



By blanketing Oklahoma with a series of 20 free cooking schools, The Oklahoma Farmer-Stockman, at a single stroke, is delivering a whole state into the hands of its food advertisers. This is the first time such a mammoth enterprise has been undertaken by a state farm paper.

Doing things in a big way—serving its advertisers with extra values—has entrenched The Oklahoma Farmer-Stockman solidly as the Southwest's greatest rural sales medium.

Scattered, isolated sales become massed volume when the power of The Oklahoma Farmer-Stockman joins your merchandising staff. Are you getting as much business out of the Southwest as you would like to have?

205,441 A.B.C. Circulation

THE TRANSPORT OKLAHOMA

FARMER: STOCKMAN

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# Don't Pauperize the Dealer!

This Company Gets Its Retailers to Set Their Own Quota and Then Helps Them Exceed It

As Told to C. B. Larrabee

# By W. H. Upson, Jr.

Secretary-Treasurer. The Upson Company

A SALESMAN for a building supply manufacturer recently called on a dealer in a middle Western city. The manufacturer had been telling his dealers about the possibility of selling the product to the owners of motion picture

The salesman, in talking over this idea with the dealer, found that the dealer had made no effort to make any calls upon the picture Thereupon the salesman hustled out, called upon the owners of the town's three theaters and came back with signed orders in his pocket.

Putting these orders on the deal-er's desk, he said:

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"There's how it should be done!" Such an incident is fairly typical of what a number of sales executives in different lines believe to be excellent selling. We, at The Upson Company, happen to think that this is not the best kind of selling and we have very definite reasons for our belief.

That salesman was following out logically an idea that has been proposed frequently, the idea that the salesman should be the sales manager for his dealers. We believe that it is far more important that the salesman show the dealer how to be his own sales manager.

### Too Much Help Is Weakening

In these days of modern selling methods, it is customary for the manufacturer to take a more or less paternalistic attitude toward his dealers. It is logical to expect that the manufacturer, viewing sales problems through the glasses of national or large sectional distribution, should be able to give his dealers a great deal of selling help. The dealer justly expects he shall get selling help from the manufacturer. But where this type of

help goes to the limit of weakening the dealer's own initiative, the dealer is not helped. He is pau-

perized.

Because we believe this so firmly, one of the foundations of our policy in working with dealers is that our main job is to foster selling initiative on the part of the dealer. We know that this will be of more lasting benefit to him than any plans which we might create that would do all his selling for

### Building Dealer Confidence

The first essential in a policy such as ours is to build on a basis of mutual confidence.

In order to do this, it is necessary to give the dealer price and quality protection. One of the contributory factors to the present upset condition in many lines has been the lack of sound price and quality

policy.

It is becoming only too obvious that continual reduction of prices. particularly where the drastic nature of these reductions is not warranted by basic commodity prices, leads to profitless selling. dealers and consumers are being educated to wait for the final price cut which never seems to come. Dealers slow down and hesitate to go beyond the most meager hand-to-mouth buying policy for fear that if they do stock even reasonably complete stocks they will find prices cut from under them. Nothing, it seems to me, can be more damaging to a dealer's sales initiative than this unsettled price condition.

Along with reduced prices in a number of lines is to be found a reduction in quality. The manufacturers may maintain that they are giving the same quality that they gave in 1929 for prices 25 or 50

per cent under 1929 prices, but the fact remains that too often their claims as to quality are exagger-

For this reason, during the last two years Upson has not entered into price battles, nor has it reduced the quality of its merchandise. As a matter of fact, we have fought to give better quality at old price levels. This, it seems to us, is a much more logical way of handling the price problem and will leave us in a much stronger position with our dealers and with the consumers when business begins to pick up. It is to us a significant fact that we have been able to maintain a gratifying sales volume in the face of most discouraging conditions and it is even more gratifying to find that the majority of our dealers reflect their belief in quality by their desire to adhere to quality products. In saying this, I realize of course that nearly all our dealers have always shown a preference for advertised, quality products.

In order to keep the confidence of our dealers we have endeavored to show sympathy with their problems. Our salesmen are continually reporting to us the difficulties faced by our dealers. More than that, we welcome criticism from them.

### Criticism from Dealers Is Invited

As convincing evidence of this fact we send out, once a year, an invitation to our dealers asking them to criticize us. We ask them to tell us, with the utmost frankness, what they like about our policies and what they don't like. We ask them for suggestions as to various things that we can do to make it easier for them to sell our products.

A fairly high percentage take this problem seriously with the result that once a year we get a pretty good cross-section of what they think. When this information is gathered, it is gone over carefully and from it we get many constructive ideas.

Further, to show that we are taking our dealers into partnership, we send them, once a year, a questionnaire in which they are asked to tell us how much they expect to sell of our products during the next twelve months. In order to give this an importance in the eves of our distributors, we send it out in a fairly elaborately prepared form. Here, again, many retailers send in their answers and we are able to judge from these answers our market potentialities.

### The Annual Roll Call

This year we announce our request for quotas, which we call our Annual Roll Call for Upson Selling Associates, in a four-page folder which carries a picture of my brother, Charles A. Upson, president of the company. Inside of the folder there is a two-page message from him, telling why we ask dealers to set quotas and how successful we have been.

Enclosed with the folder is a form headed: "Roll Call. Upson Selling Associates 1932 Quota Plan. Below is space for the dealer to write his quota on a form message which reads as follows:

Dear Mr. Upson: We are glad to answer "Here" to the 1932 Roll Call of Upson Selling Asso-

Ciates on your Dealer Quota Plan.
Our objective during the year will be to sell ...... square feet of Upson products—an increase of .... per cent

products—an increase of ... per cent over 1931—and we will use our best efforts to reach this goal.

We now have on hand approximately .... square feet of Upson Products. (It is of course distinctly understood that we are not obligating ourselves to purchase any specified quantity. We simply agree to utilize your sales helps and strive a little harder to develop the many markets for Upson Board.)

By putting the idea on a personalized plane, as an invitation from my brother to which the dealers answer by saying "Dear Mr. Upson," we believe that we further strengthen the valuable ties we have with our dealers.

That this quota idea is of definite value in increasing sales is indicated by the following figures: Last year 57 per cent of the retailers who signed the roll call exceeded their quotas while 24 per cent fell short by less than 10 per cent. This is more significant in the light of the fact that the self-imposed quotas cari 20 per the pre

Feb. 25

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tas carried an increase of at least 20 per cent in sales volume over the previous year.

Of course, we cannot take the dealers' quotas as final evidence of how much we can sell. Even in hard times we find certain distributors who are over-optimistic just as we find others who are overpessimistic. However, these self-set quotas do give us a pretty good picture of what the dealers expect to do and give us data that our salesmen can use in working with the dealers.

With the mutual confidence established it is then up to us to give retailers every help that we can without destroying their initiative.

## Plans That Teach Basic Points

Our salesmen are instructed to look upon themselves as idea mer-At the home office, of course, we work out a great many sales plans which are applicable to the selling of our products. It is the salesman's job to place these plans before our dealers and to show them how they will work. Again, let me emphasize the fact that we try to avoid creating any plans that are automatic. plan is not of the nature that it will teach the dealer some basic selling point which he can use again and again, we do not believe that it has 100 per cent value.

The salesman, whom I told about in the beginning, was not helping his dealer to sell anything in the future. Of course, the dealer made a nice profit on the merchandise that the salesman sold but he learned nothing except that a good salesman could sell the product to motion picture theaters. He assumed that so far as he was concerned, the motion picture market was closed for him. It would have been far better had the salesman shown the dealer how he, himself, could make the sale so that the dealer in the future could apply the same principle in selling to other types of outlets.

In addition to the selling ideas created in the home office, salesmen are continually picking up ideas as they go about their territories. If Jones of Smithville has an excellent plan, the salesman covering that territory will describe it to Brown of Jonesville. Also, our salesmen are carefully trained to keep their eyes open for selling ideas in almost any field.

In our sales conventions one of the subjects that is talked about most is this problem of how to help the dealer with his selling. For entire sessions at the convention the salesmen get together and talk over various plans that have been tried out and exchange experiences so that each man can take away from the convention a great deal of good factual information.

In addition, we give our dealers a great variety of advertising helps in the form of booklets, display pieces, etc. We work out plans how these can be used, but again we always keep in mind the idea of stirring up the dealer's own initiative. We don't tell the dealer that by sending out a folder he automatically will get a lot of new bus-Rather, we show him that by using the folder as part of his general selling plan and by following it up vigorously he will de-velop more business. In other In other words, we want our dealers to look upon our dealer helps as reinforcements to their regular selling effort.

It is an interesting development that as time goes on we give our dealers less material of this type but plan it more carefully to do specific jobs.

## For the Dealers and Not for Ourselves

The important thing that we keep always before us in preparing advertising helps for dealers is that we are doing a job for them and not for ourselves although, of course, we reap the ultimate benefit. Thus, all of this advertising help is prepared carefully from the dealer angle. We think that the idea of individualizing mailing pieces can be greatly overdone and that a good mailing piece is capable of fairly universal use. On the other hand, we think that individualizing is often under-done, with the result that when the consumer gets a folder from a dealer he finds an advertisement which concerns itself entirely with the product and not at all with the man from whom the product is to be bought.

So far as the consumer is concerned, he never buys anything from The Upson Company. He always buys it from his local building supply man who happens to be our contact with the consuming Therefore, if the advertising help that we give our dealers jumps over their heads, it does not do the job that it should.

The manufacturers of this country have made tremendous strides during this century in their work of helping dealers. The one danger, it seems to us, is that these efforts may be carried so far that they will pauperize dealers rather than make them better merchandisers.

For this reason, I think it is worth repeating that our ideal is not to have our salesmen sales managers for their dealers, but rather to have them sales counselors whose chief work is to build among the dealers a greater initiative which will make the dealers better merchants for all the products they sell. As they become better merchants, we must necessarily profit ourselves.

In this connection, it might be interesting to know how we adopt sales policies. When any change is suggested, the first question we ask "What will it do for the dealer?" That one question determines the fate of the suggested action or policy. We well know that if the dealer profits from the change, we shall profit—or vice versa. It is simply "good business" to

endeavor to sell constructively. from the dealer's standpoint.

# F. M. Morrison Joins Cramer-Krasselt

Forbes M. Morrison, for the last ten years vice-president of the Dyer-En-zinger Company, has joined The Cramer-Krasselt Company, advertising agency. He will be located at the agency's Milwaukee headquarters.

# Milligan and Rich, Partners, Blackett-Sample-Hummert

Lawrence D. Milligan, vice-president, and John K. Rich, account executive, have been made partners in the firm of Blackett-Sample-Hummert, Inc., Chicago advertising agency.

# C. K. Woodbridge Joins Arbuckle Brothers

C. King Woodbridge has become associated with Arbuckle Brothers, New York, sugar refiners, coffee importers, coffee roasters and terminal and warehouse operators. Most recently he has been vice-president in charge of sales of the Remington Rand Business Service, Inc. For a number of years, Mr. Woodbridge was president of the Dictaphone Corporation, later becoming associated with the Kelvinator Corporation in a similar capacity. in a similar capacity.

# A. W. Diller to Have Own Business

A. W. Diller has resigned from The Blackman Company, New York adver-tising agency, effective March 1. He will operate independently as advertising counsel for a group of individual financounsel for a group of individual mani-cial and business interests and has also been retained by The Blackman Com-pany for special work. His office will be at 122 East 42nd Street.

# California Date Growers Appoint L. & T. and L.

The California Date Growers Associa-tion has appointed the Los Angeles of-fice of Lord & Thomas and Logan to conduct a market survey for California dates, preparatory to an advertising cam-paign. Active advertising, it is stated, will not commence until autumn at the carliest.

# G. S. Fowler Leaves "Pictorial Review"

George S. Fowler has resigned as president and director of the Pictorial Review Company, New York.
Milton J. Israel, for many years in charge of the pattern department, has been elected vice-president and a director, and will continue in charge of the pattern department.

# Merges with Walker Engraving

The New Century Color Plate Company, New York, has merged with the Walker Engraving Company, of that city. Richard R. Knowles, vice-president of the New Century company, joins the Walker Engraving Company in an executive capacity.

# With Continental Typefounders

George M. Robertson has joined the New York sales staff of the Continental Typefounders Association, Inc.

# Has Spice Account

The Stickney & Poor Spice Company, Boston, has appointed Badger and Browning, Inc., of that city, to direct its advertising account.

Feb. 25,

Marquel Pittsburg Glass Watersp Williams

Peppere Simmons National OvenRe Rumford Wonder Arbuckle Boscul C Canada I

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# A partial list of

# GENERAL ADVERTISERS

who used The NEWS

# EXCLUSIVELY

in Indianapolis during 1931

Marquette Cement Pittsburgh Plate Glass Co. Products Waterspar

Williams Ice-O-Matic

Pepperell Sheets Simmons Products

National Biscuit Co. OvenReady Biscuits Rumford Baking Powder Wonder Bread Arbuckle Coffee Boscul Coffee Canada Dry Ginger Ale Chase & Sanborn Coffee and Tea Clicquot Club Ale

Kaffee Hag Coffee Lipton's Tea Maxwell House Coffee and Tea Old Reliable Coffee Salada Tea

3/F Coffee and Tea Thompson's Malted Milk Kellogg's All-Bran Kellogg's Pep Bran Post Toasties

Ralston Cereal Best Foods Mayonnaise Domino Sugar

Heinz Products Jack Frost Sugar Kraft Mayonnaise Borden's Cheese

Jelke Good Luck Margarine Kraft-Phenix Cheese

Corporation Black Flag

Blatz Malt Mr. Good Malt Syrup Puritan Malt Old Wurzburg Malt Bowlene

Chipso Gold Dust Lux Flakes Old Dutch Cleanser

S. O. S. Thoroclean Tintex and Whitex Wyandotte Cleaner Calif. Fruit Growers

Exchange Certo Crisco

Hawaiian Pineapple Libby's Food Products Mor-Juce

Perfection Stoves

Petro and Nokol Oil Burners

Parker Pens and Pencils Standard Register Wahl Eversharp Waterman Pens

Crosley Radio Fada Radio Radiotrons

New Bachelor Cigars Webster Cigars

Kolynos Dr. West's Toothpaste Noxzema Cream Palmolive Christy Safety Razor Eugene Permanent Wave Northern Tissue Pepsodent Antiseptic Probak Blades

Kayser Three Nemo-flex

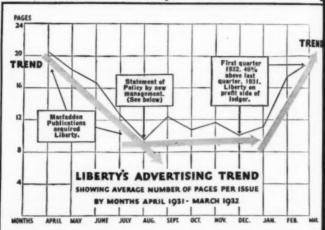
Major Market Newspapers, Inc.

New York: DAN A. CARROLL, 110 E. 42nd St.

Chicago: J. E. LUTZ, Lake Michigan Bldg.

# Liberty's FirstQue 46% AboveLa

Liberty's Advertising Trend



THE above chart shows how advertisers have begun switching to Liberty. Note the trends shown:

First, April through August, 1931: Liberty was acquired by Macfadden Publications, Incorporated, in April, 1931. Contracts through August issues had already been placed.

Second, September through December, 1931. The official statement of policy by the new management had been presented:

- a. Liberty's editorial policy of dramatic, concise, human stories and features, paced to the Post-War public, successful in having built nearly two and one-half million circulation, the greatest voluntary issue-by-issue demand ever received by any magazine, was to be continued. And was to be improved upon in accordance with many suggestions made.
- Liberty's paper stock and printing standards were to embark upon a plan of consecutive improvements.

c. Liberty's business policies were to be standard, uniform and consistent with the best interests of its advertisers.

Third, January through March, 1932. The wanangement had made public the red of its comprehensive program of investigation to uncover Liberty's profit possibilities for a vertisers. One must remember that Liberty had been acquired solely on the knowledge the more men and women were asking for Libe every week than any other magazine publishe It was felt that such public support must had a significance for advertisers. During the amer of 1931, therefore, Dr. George Galla Professor of Journalism and Advertising Northwestern University, was given a hand to find out Liberty's possibilities as a advertising medium. The Association of Notional Advertisers was asked officially to diserve Dr. Gallup's work:

Dr. Gallup and his staff used the method for which he is famous. Instead of solicitis reader votes, guesses or opinions, the investigations of the control o

and the reader s, leafed througe by page, ci dadvertising it They visited si e issues of the And six times: Not only were ter read (a si y's greater we t Liberty's adv es stopped:

48% more p
23% more p
112% more p
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# Quarter Closes Last Quarter

in Trend Reversed

ors visited nearly 15,000 men and women, and the readers of the leading mass weeks, leafed through their magazines with them, ge by page, checked every single editorial dadvertising item that had been seen or read. They visited six cities, checked six consecueissues of the four mass weeklies.

And six times the findings agreed.

Not only were Liberty's editorial pages found
ther read (a situation pre-ordained by Liby's greater week-by-week public demand)

t Liberty's advertising pages were found to

twe stopped:

48% more persons than in Weekly A 23% more persons than in Weekly B 112% more persons than in Weekly C

In times like these when (a) sales are slow, a) advertising appropriations are being atched more closely, (c) people are diverted in magazine reading by motor cars, movies d radios, is it any wonder that advertisers ould be interested in a magazine thus proved be in tune with the times, thus established enjoying the greatest degree of reader proton?

Is it any wonder that advertisers should be attracted not only by Liberty's lowest-page-per-thousand-cost-among-major-magazines, but by the possibility of doubling the number of persons who would actually SEE their advertisements, without spending an advertising dollar more?

On the theory that these new facts on how may persons actually see an advertisement would prove more persuasive than habit or tradition in 1932, Liberty deliberately set its 1932 advertising quota 15 percent above 1931 billiog. Now January, February and March hawe already closed with billings 22 percent, 13 percent and 19 percent respectively above their quotas. First quarter of 1932 shows billing nearly 50 percent over last quarter 1931.

The big parade has started. And it is a parade following the tune not of big bass drums, but of the measured ring of dollar profits. Advertisers interested in facts and figures as a basis for Post-Depression activities are invited to write for more information. Address, Liberty, 420 Lexington Avenue, New York.

# SOME OF LIBERTY'S QUOTA BUSTERS

# New

Colgate's Shaving Cream
Del Monte Products
Del Monte Products
General Electric Hotpoint Range
General Electric Hotpoint Appliances
General Electric Refrigerator
Heinz Spaghetti
Hind's Greaseless Texture Cream
Hird's Greaseless Texture Cream
Hyvis Motor Oil
Ingram's Milkweed Cream
Kroehler Farmiture

Lavoris
Lysol
Maxwell House Coffee
Modess
Morton's Salt
Pose's Bran Flakes

Royal Typewriter
Vick Chemical Company

# Returned with Increase

Beeman's Pepsin Gum
Camel Cigarettes
Chesebrough Vaseline Hair Toni
Chesterfield Cigarettes
Coty Preparations
Dentyne Gum
Ethyl Gasoline
Forhan's Tooth Paste
General Electric Radio
Grape-Nuts
Heinz Beans
Kleenex

Kotex Mum Phileo Radio Spud Cigarettes

# AUTOMOBILES.

Twelve makes of cars showing a combined gain of 45.6% in sales in Wayne County during 1931 over 1930 increased the proportion of their advertising space in The Free Press from 33.3% to 36.6% of the total. These same twelve manufacturers retained their same proportion in the first evening newspaper and decreased it in the second evening paper from 27.6% to 24.3%. In 1930 their Wayne County sales were 33.8% of the total number of cars sold . . . in 1931, their sales represented 46.5% of the total. It really does pay to direct advertising towards the buying families of Detroit, which means the consistent use of THE

DETROIT FREE PRESS

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# Dramatizing Advertising for the Sales Staff

Westinghouse Used Large Charts and Special Meetings to Visualize 1932 Promotion

# By Ralph Leavenworth

General Advertising Manager, Westinghouse Electric & Mfg. Co.

WE had felt for some time that the usual manner of presenting our advertising plans to the sales department lacked something. Although the members of the advertising department had a clear mental picture of the scope and purpose of their plans, because they had worked them out, it was very difficult to create that same picture for the interested sales executive by means of charts or figures only. Something vital was missing and it was decided to create an actual picture by visualizing the complete

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The missing link, we felt, should be something similar to the presentation which gives the purchaser of advertising an actual picture of what he is buying and shows how his purchase will function to increase his sales.

However, the visualization of an

entire year's advertising plans of a company such as Westinghouse, with thousands of products going

into practically every industry, the home, the farm and our great transportation systems on land and sea, is an undertaking that is both unusually complex and extensive. But this is just what we have done for 1932.

Charts five feet wide and ten feet high were made up. They showed by layouts, media and. statements exactly how our advertising will tiein with our sales ob-Typical disjectives. play advertisements were shown along with the magazines in which they will appear, and the number of appearances was indicated.

Layouts with descriptions of folders, leaflets, publications and other direct-mail pieces to supplement the magazine advertising were also displayed with their respective mailing classifications. Where desirable, industry catalogs, exhibits at trade conventions and articles for magazines were included in this visualization to round out complete and effective pictures of our plans.

For example, our 1932 plan for decorative Micarta plate was projected on a panel as follows:

First was shown a campaign directed to architects and building contractors with typical advertisements and data sheets, stressing the advantages of Micarta plate. Second, a campaign to furniture manufacturers, furniture dealers, and department stores was visualshowing typical advertise-Third, an outline of display advertising and direct mail to the consumer was shown, illustrated with examples of both.



Advertising for Many Products Is Condensed into One Volume of Fact and Illustration

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Across the bottom of this panel, in large lettering, was a statement of the cost of the campaign for this one product group. Every panel describing a campaign announced its cost. In every instance, not only did we visualize the plan with reproductions of copy and covers of the publications to be used, but we gave a side order of data as to circulation and purpose of copy appeal.

Each chart showed a complete advertising and publicity program for a particular product or group of products for a specific industry.

## Four Racks of Charts

These charts were suspended from wires on racks twice the width of the charts. Tin clips held the charts to taut wires and made it easy for the speaker who was telling the story of our 1932 plans to slide individual charts out for observation. Four racks of fifteen wires each were required to suspend all the charts.

When all was ready, sales executives and their associates from headquarters sales departments were called in to see this display of advertising plans tying in with their particular sales objectives. Immediately we were rewarded with enthusiastic comments. Of course, we were "all fired up" ourselves, after grinding at this job day and night for months, but we had not dared hope for such whole-hearted acceptance.

The display was shown at a meeting of managers of all departments of the company, from head-quarters and the field. Before these men left the meeting, they knew definitely what Westinghouse 1932 advertising was aiming to do, and that it was aimed effectively to attack some of their toughest problems. These managers went back to their departments with a message of action from the advertising department.

They knew, for the products immediately under their supervision, just what advertising would appear and when and where. Further, they learned first-hand details of the broad scope of our advertising as it

applies to allied products. Every appearance of the name, "Westinghouse," regardless of the product advertised, carries an institutional and reminder value for each member of the Westinghouse line.

The display idea went over so well at headquarters that it was decided to take charts, racks and all to several districts for display to salesmen in the field. At these district offices, all salesmen were called in and shown exactly how the company would advertise in 1932 to help them. The display left each district office on a wave of enthusiasm that has amply justified its creation.

For all district advertising managers, large photographs of these charts were bound into portfolios. Instead of having a smattering idea of the headquarters program, they now have a full and definite knowledge of what to expect. They can stand on a concrete foundation when making suggestions or when asking for additional help.

Far from the least important result of this plan is the effect it has had the members of the headquarters advertising department. Every person in the department had an active part in conceiving and working out the program. We worked hand-in-hand with the sales and engineering departments, and many men in these divisions have joined us in speaking of the plans as "our job." All departments have been brought closer together on this important arm of selling and salesmen and engineers as well as executives and general officers of the Company have a clearer understanding of how advertising can work for them.

# Advanced by Beckwith

E. F. Toomey, for more than four years a member of the sales staff, at New York, of The Beckwith Special Agency, Inc., has been appointed sales manager.

manager.
L. W. Turck, formerly with the Scripps-Howard Newspapers, has joined the Beckwith sales staff at New York.

# W. C. Esty to Leave J. Walter Thompson

William C. Esty has resigned as vicepresident of the J. Walter Thompson Company, New York. He will announce his future plans at a later date.

# Cartoon Newspaper Copy Produces Heavy Coupon Response

Hooking Up of Toy with Cook Book Offer Doubles Inquiries Received From Jell-O Advertising

TWO outstanding characteristics mark what is the largest newspaper advertising campaign in the history of Jell-O.

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There is the novel treatment of cartoon copy which gets away from the boxed arrangement. It is the work of Bemelmans, a German cartoonist. And then there is the

offer of a toy dirigible to children which is available to those who send in a coupon and three fronts from Jell-O packages,

Returns to this offer are described as "rather phenomenal" on several counts. The toy offer also includes a recipe book which is featured individually in black-and-



white advertising. With the tie-up to the toy, coupons are pulling about two inquiries to one in comparison with previous coupon returns from advertising in substantially the same list of newspaper comics.

Practically all of the coupons in the comic advertisement which has appeared, are in the handwriting of children. Another noticeable factor is the small number of instances in which coupons fail to be accompanied by requested package fronts and the negligible number of package fronts of competing products sent in. It is believed that the reason for so few cases of mixed identity is a testimonial to the familiarity which many years of advertised package illustration has established in the public mind. As a reminder, the copy features the package alongside the coupon so as to fix the product in the minds of the children who send in the requests.

An insight into the value which children place upon this offer is afforded by a letter received from a college professor. He wrote General Foods that, in blowing up the balloon received by his young son, he caused it to break and, seemingly, the boy's heart also. The father asked for two more balloons, for which he would send in stamps or, if desired, he would go before a notary and make a sworn statement that he would. personally, consume 100 packages of Jell-O.

Returns on the offer, which was not repeated the second week, pulled only slightly less than during the first week. The reason for this sustained interest is attributed to the fact that, in many homes, children are saving the fronts as purchases of Jell-O are made. The company takes this as indicating the soundness of the appeal in judging the responsiveness of the market and in increasing the sales of the product. Increased consumption is tied up with the advertisement.

The cartoon campaign is appearing in the comic sections of thirty newspapers. Black-and-white advertising is being used in cities of more than 100,000 population where no cartoon copy is featured. The schedule calls for once-a-month insertions of 1,000-line space in larger cities and 420-line space in smaller.

# Charles Dana Gibson Disposes of Interest in "Life"

Charles Dana Gibson, for the last twelve years owner of Life, New York, has disposed of his interest in that publication and has resigned as chairman of the board. His interest in the publication will be absorbed by the present management. Fred M. Francis, at one time with Life in an editorial capacity, succeeds Mr. Gibson as chairman of the board.

Clair Maxwell continues as president and Langhorne Gibson as vice-president.

# Ray Weber to Join Pabst

Ray Weber, for the last five years assistant advertising and sales promotion manager of the Edison General Electric Appliance Company, has been appointed director of advertising and sales promotion of the Pabst Corporation. Milwaukee. He will assume his new duties on March 1.

# Appoints Campbell-Sanford

Riley's Water Gardens, Port Clinton. Ohio, growers of water lilies, gold fish and other aquatic supplies, have appointed The Campbell-Sanford Advertising Company, Cleveland, to direct their advertising account. Consumer publications will be used.

# R. E. Smiley Joins Erwin, Wasey

R. E. Smiley, formerly sales manager of The Ken-Rad Corporation, Inc., Owensboro, Ky., has joined Erwin, Wasey & Company, Ltd., Chicago.

# Appoint S. S. Koppe

Le Nacios, morning daily of Trujillo, Peru, and De Prins, illustrated weekly of Amsterdam, Holland, have appointed S. S. Koppe & Company, Inc., international publishers' representative, New York and London, as their advertising representative.

# Death of E. J. Witthoff

Earl J. Witthoff, president-treasurer of the Advance Advertising Corporation. Cleveland, died recently at North Olmstead, Ohio.

# Appoints Saussy and Sewell

The E. J. Hart Company, New Orleans, has appointed Saussy and Sewell, advertising agency of that city, to direct its advertising account.

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# **Home Influence?**

# MORE than Any Other Chicago Evening Paper

Here is news of tremendous import to the advertiser who knows the greater worth of telling his story in the home over telling it anywhere else.

The Chicago American now has a home-delivered-by-carrier circulation of over 96,000 copies daily in Chicago and the area within forty miles of Chicago's city hall. Over 75,000 of this home-delivered circulation lies within the limits of the city of Chicago.

This is the greatest home-delivered circulation any Chicago evening paper has ever had! It is a reflection of the concentrated, home- and family-effective character of Chicago's largest and most salesproductive evening newspaper circulation.

# AMERICAN

a good newspaper now in its ELEVENTH YEAR of circulation leadership in Chicago's evening field.

# **Osmopolitans**

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# Cosmopolitan

families, years ago, tired of the ice-man's tracks on the kitchen floor. Celectric refrigerator advertising stirred their desires. They put their dollars into action while the neighbors were still sitting and thinking. Today COSMOPOLITANS in Pittsburgh show a far greater percentage of automatic refrigerator ownership than the average magazine-reading families. When the idea of electric refrigeration was new COSMOPOLITANS bought. Now when refrigerators have to be sold, COSMOPOLITANS are still buying. So the ELECTRIC REFRIGERATOR ownership figures show:—

	% among COSMOPOLITAN	% among all magazine	The COSMOPOLITAN
Owned over		families	PLUS
4 years Bought with	7.9	4.1	47.4
in one year	40 (	8.7	44.8



57th Street at 8th Avenue, New York

# Worcester, Massachusetts

(New England, with 2% of the nation's area and 6.65% of the population, ha 10.54% of the nation's Building Construction in the first 11 months of 1931)

# ONE Medium Covers The Entire Worcester Market

Throughout the entire Worcester Market, city and suburban, the Telegram and Gazette are the preferred newspapers of both masses and classes. Telegram-Gazette circulation leads and Telegram-Gazette influence is dominant.

- 56,543 copies of the Telegram and Gazette are sold daily to people living within the city limits of Worcester.
- 35,099 copies of the Telegram and Gazette are sold daily to people living in Worcester's average 18-mile suburban trading area.
  - 8,326 copies of the Telegram and Gazette are sold daily to people living in the area—of acknowledged great importance to Worcester stores—beyond the average 18-, yet within an average 25-mile radius from Worcester.

Average Net Paid Circulation for the Year 1931

# **OVER 105,000 DAILY**

# OVER 53,000 SUNDAY

The Telegram-Gazette, alone, affords adequate coverage of this rich and responsive market. No other medium, or combination of mediums, can materially add to the Worcester Market coverage already enjoyed by Telegram-Gazette advertisers.

In the city of Worcester and within the average 18-mile suburban trading area, 85% of all families who regularly, every day, receive a Worcester newspaper in their homes, read the Telegram or Gazette in their homes six days every week. Approximately \$200,000,000 is spent at retail every year by Telegram-Gazette readers.

# THE TELEGRAM-GAZETTE

Worcester, Massachusetts

George F. Booth, Publisher

Paul Block and Associates, National Representatives
New York Boston Chicago Detroit Philadelphia San Francisco Los Angeles

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Gothar

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# Retailers Won't Emphasize Price When Shown Its Evils

Gotham Is Teaching Them Why and How Intelligent Selling Will Get
Maximum Profits

An Interview by Andrew M. Howe with

# Paul C. Baker

Sales Manager, Gotham Silk Hosiery Co., Inc.

"26,176 Prs. Silk Hose! 39c. Pr."
—Chicago

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"Full Fashioned Silk Stockings—2 Pairs for \$1."—Boston

"\$1.00 Silk Hose—48c."—Denver
"Silk Hose. A Famous Make! 69c.
Pr. 3 Pairs \$2."—Richmond

NORTH, South, East and West everywhere—the newspapers are full of retailers' advertising featuring not only stockings but dresses, shoes, suits, hats. rugs, toys, food—everything at special low prices. Hosiery prices, particularly, have been bounced up and down—mostly down—like a rubber ball. The quality of the merchandise has fluctuated too. Price, to-day, means little or nothing. The public is confused. It has no way of knowing just how well these special sale stockings will wear.

Yet in spite of the prevalent lower prices for private brands and some national brands, Gotham Gold Stripe stockings are being sold today for \$1, \$1.35 and \$1.65. And the Gotham Silk Hosiery Company increased its business last year. It reports net operating profits for 1931 of \$90,368 as compared to a deficit of \$558,979 in 1930.

# Questions Answered on a Card

When I went to see Paul C. Baker, Gotham's sales manager, I was full of questions but I found the answers to most of them as soon as I sat in the chair beside his desk. These answers were on a large card on the wall back of Mr. Baker, facing me. Here is what the card said:

"Hosiery Net Profits and How to Make Them in 1932.

"1. Concentrate on fewer lines—and avoid duplication.

"2. Keep your stock complete in

style, color and price range.

"3. Work to a plan—advertise in newspapers and use window displays consistently.

plays consistently.

"4. Encourage salespeople to show better merchandise and increase unit of sale.

"5. Talk quality, style and then

"Gold Stripe stockings and the Gotham Merchandising Plan provide every price—every style every color required for a com-

every color required for a complete stock with a minimum in-

## When a Dealer Says His Customers Want Cheap Goods

"Yes," said Mr. Baker, "that card tells our story. Occasionally a dealer comes in here prepared to throw out the Gotham line and with the help of that card I have persuaded him to stick with us. The dealer's argument usually is that he can't sell Gotham stockings because of the prices. His customers, he will insist, want 65-cent hosiery. They won't pay any more than that. He thinks he knows this because he has held sales of lowprice and usually low quality hosiery and his customers have grabbed at it. Because he is able to sell some hosiery at a special price he thinks his customers all want low prices.

"But the customers haven't made the decision, he has made it for them. He has made no attempt to sell them better quality at higher prices. He has become so imbued with the idea that prices must come down and that all his customers are thinking of, is price, that he completely forgets that what he is selling after all is merchandise, not price. Even his sales clerks have become so price-

conscious that when a woman comes in for a pair of stockings the clerks usually show the lowest

price pair first.

"This condition doesn't apply only to the hosiery field. Every manufacturer is having difficulty with price-drunk retailers. Of course, this price orgy will run its course. There are signs already that many retailers are coming to their senses. The speeches at the recent convention of the National Retail Dry Goods Association, particularly that of the new president, P. A. O'Connell, are evidence that there already is a strong trend away from price emphasis.

"The last two years, however, have been difficult ones. We have had to fight hard to get our dealers to see why it was to their advantage to sell quality merchandise which will give maximum consumer satisfaction rather than cheaper goods that appeal prin-

cipally to price hunters.

"In order to explain just how we have succeeded in doing this it is necessary to consider our fundamental policy of operation."

At this point Mr. Baker took his pencil and drew a large square, then a smaller square and finally a tiny one labeling them, respectively, "manufacturer," "retailer" and "consumer."

# Many Manufacturers Work from Wrong End

"Here," he said, "is the way most manufacturers operate. They start first with themselves by manufacturing a product which they think has a market. Then they take that product to the retailer and use various kinds of pressure to get him to stock it. Then the retailer and the manufacturer work on the ultimate consumer. They try to get the consumer to buy what the manufacturer has decided to make and the retailer to stock.

"Now we work just the other way round. The consumer is our first obligation. We find out what the consumer wants and needs. We are interested in building consumer satisfaction. We want to manufacture a product that the consumer not only wants to buy but will want to buy again and again. In

order to do this our products must have, first, correct style, second, excellent quality and third, right price. If all these are right, we are well on the way to success.

"Next we come to the distributor. His primary interest, of course, is in net profits. We may manufacture a product that fills the needs of his customers and for which there is a continuous demand but the retailer won't be interested in it unless we can show him how he can make a profit out of it.

### Manufacturer Comes After Consumer and Dealer

"Once a manufacturer has assured his dealers a good net profit, after having first made certain that he has an item that is made right and priced right for the consumer, then he gets his benefits.

"Now the retailer's net profits come from two sources; namely, his mark-up and his operations. If his mark-up is low he can't make a profit unless his operating costs are also very low. Our interest, therefore, is to help the retailer keep his operating costs at a minimum and his mark-up at a max-

imum.

"We first of all must see that he carries a complete stock and keeps it clean. We show him how important it is to have every color and every size in each style in stock at all times. He must never be out of a color or size that a woman asks for. But it is difficult for a retailer to krow just how many of each color, style and size to carry, so we help him. We put in a model stock, or rather recommend it. Then we make every effort to help him keep that stock com-

plete and clean through our automatic reorder system."

Here is the way this system works: Gotham stockings are sent

to the retailer in boxes of three pairs each. On the inside of the cover of each box is a little sticker giving the style number, color and size of the hosiery contained in the box. When only one pair of stockings remains unsold in the box this sticker is detached and pasted

on an order tag in a space allowed

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particular style is moving very fast, he can write his order for additional boxes in other spaces which makes it possible to adjust his model stock in keeping with demands made upon it. This reorder card is mailed to the Gotham Silk Hosiery Company at frequent intervals. Some stores order every day, others only once a week depending on the size of the department and its requirements. These orders are filled and shipped immediately by the company.

### Company Keeps Monthly Inventories

Gotham keeps a detailed record of each account and watches it carefully. Monthly inventories indicate when a dealer's stock is out of adjustment and steps are taken to correct same immediately. This is done by exchanging slow-moving colors or sizes; filling in needs as varying seasons and fashions require.

All of this protects the dealer's investment and makes it possible for him to get a maximum turnover. Most Gotham dealers turn their stock from eight to twelve times a year. This is figured on average monthly inventories at retail into yearly retail sales.

The merchant's cost of doing business is often just as great but with lower volume as a result of lower price units, profits are reduced. Frequently the increase in units sold fails to meet the required volume figure even on a lower mark-up, which naturally results in greater increased cost of operation and consequently no net profit.

But how about those dealers who have been insisting that women will not buy \$1, \$1.35 and \$1.65 stockings and who are, instead, pushing lower priced hosiery? Some Gotham dealers who have in the past been able to make a nice net profit with the line have convinced themselves that all women want cheaper hosiery during these times and they seem to be doing their best to convince the women that they ought to buy the cheap hosiery. The stores' advertising cries "price," the store itself is blazoned with price cards, the clerks, the buyers, the management all think and talk price constantly. Is it any wonder that the customers buy the lowest price stocking?

"One dealer came to us," said Mr. Baker, "with just such a cry. He insisted that his customers wanted 65-cent hosiery; that they wouldn't and couldn't pay more. This was last December. He was averaging only three pairs of Gotham hosiery a day at that time. We persuaded him to let us send a girl from one of our own stores, here in New York, out to his store for a short time. She arrived there about noon one day and that afternoon between the hours of 2:30 and 5:30 she, and the other girls in the department, sold twentyeight pairs of Gotham hosiery.

"The following day they sold forty-one pairs and three days later the department sold 106 pairs without the help of our girl. Of course, this was just before Christmas, but let's compare the figures with those of the previous year. In the month of December, 1930, this store had sold 216 pairs of our stockings. In 1931, in December, the store sold 537 pairs and it is continuing to sell our stockings at the regular prices. Yet this retailer had insisted before that his customers would not pay more than 65 cents. In January last year his store had sold 109 pairs; this year it sold 220 pairs.

"How was it done? Very simple. It was just a case of intelligent retail selling. This man's clerks had become so saturated with the idea of price that the first thing they did when a woman asked for stockings was to show her the low-priced items. They pushed the cheap hosiery and as a result could only sell that. The sales girls were price-conscious.

### Letting the Customer Make the Decision

"Our girl told them of the greater value in Gold Stripe stockings. She taught them to show other priced stockings and explain the difference to the customer and let the customer decide if that difference justified the higher price. They were taught to be pleasant and courteous. It was explained to them that the woman who wanted to buy the 65-cent hosiery was to be

treated with every consideration. No high-pressure was to be used. The customer was just given an opportunity to buy the higher-price and better quality stocking if she wanted it. Previously she had been urged, by constant emphasis on price, to buy only the cheaper stockings."

An important part of the company's merchandising plan is to get retailers to advertise the fact that they carry Gotham Gold Stripe hosiery. In order to encourage the use of newspaper advertising Gotham pays part of the cost. The company has figured out from its experience that its dealers should spend approximately 3 per cent of gross sales for advertising their hosiery department. Of course, some spend more, many less, than this but in order to obtain an advertising allowance they should spend at least 3 per cent. If a dealer does \$20,000 worth of business in this department, he should spend \$600 for advertising. This, in turn, is broken down into how much should be spent each month so that the advertising will be continuous. This is based on the sales expectancy for each month. Since this figure is different for each month and varies with conditions each year. Gotham assumes the responsibility of providing each merchant with the monthly figures.

The appropriation for the year is also figured out in either lines or inches according to how the dealer buys his space. At so much a line he will use so many lines a year for \$600. If he pays 6 cents a line and is to spend \$600 a year he will buy 10,000 lines. In January he should use a certain percentage of the total yearly budget.

## Suggested Advertisements Furnished by Gotham

Dealers send tear sheets of their advertising to Gotham and the company credits them with one-half of their expenditure. The company furnishes a number of suggested advertisements for the dealers' use each month.

Dealers also are urged to join the Color of the Month Club. The object is to furnish promotion material with correct and timely style element that is appropriate to the season. There is no charge for this, the dealer only agreeing to emphasize one special color each month. Special window displays are suggested and part of the displays supplied. Mailing pieces are also sold to the dealer for distribution to his customers.

"It is surprising," said Mr. Baker, "that so many dealers look with suspicion on the efforts of a manufacturer to help them. We know from experience that our plan as outlined on that card on the wall will bring profits to the retailer who will stick to it. We are anxious to help in every way we can, yet there are some dealers who don't seem to want us to help them.

"We have, however, a growing number of dealers who appreciate our plan and who are letting us help them keep their stock complete and clean and also help them move it rapidly.

### How Gotham Plan Helped One Dealer

"Here is a letter from a dealer who has been working very closely with us for a number of years. He explains that he has just received his figures for 1931 and that he is exceptionally pleased with the nice net profit he was able to make out of his Gotham hosiery department. He says that he regrets that he was unable to do as well with all of his other departments. His hosiery department has been so successful, he says, that he is going to try to pattern and operate his other departments along the same line. His last paragraph is significant:

"'Of course, I will not be able to get other manufacturers to cooperate with me as closely as you have done, but I am going to do the best I can."

There are many dealers who do not want to co-operate with manufacturers. Getting them to adopt suggested ideas is difficult. But Gotham is proving that any manufacturer who can show dealers how he can increase their net profits will get a receptive ear from many of them.

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# IT MAKES IT EASIER FOR YOU

men and women find it easier, more economical and more effective to deal with printers whose experience has been mostly with advertisers.

The salesmen who represent the Charles Francis Press have had much advertising experience, and these men are backed by a competent organization and ample equipment for any assignment.



# Charles Francis Press

**Printing Crafts Building** 

461 Eighth Avenue

New York, N. Y.

For ni

ILES W AUGH Press Staff Correspondent)

ht 1932. By The United Press) JP).—The United States Government sponsible for any American lives enoperations in Shanghai's International or Katsuji Debuchi notified the Foreign

hington, D. C. ll be fixed on Japan regardless of

whether the lives are endangered by Japanese gunfire, or by Chinese gunfire drawn on the Settlement in retaliation for Japanese Concentrations in the area, he said.

# Ultimatum to China.

News of the firm American stand reached here soon after the Govern-

16 (AP) .to the Chinese demanding withed to esdrawal of their troops at Shanghai propriatand creation of a neutral zone. unds for

Debuchi reported that Secretary of State Stimson was preparing a note refusing to recognize the right of the Japanese to use the Settlement as a base for operations.

Ambassador W. Cameron Forbes will deliver the new American protest. Debuchi said Stimson was drafting the note when he cabled the foreign office from Washington.

# Stimson Excited.

Debuchi reported he had made "fruitless attempts" to dissuade

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Stimson from nding the pointed representation that Ameri eitish tre

(above) PORTRAIT of a milline-between the horizontal lines-reduced one million times

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(right) PORTRAIT of a circulation. reduced about three million times.

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## MILLINE

For nine years from 1919 to 1928 News representatives had rate card trouble. Just about the time a tough prospect was warmed up to taking a chance in The News, a new rate card in the morning mail chilled his resolve. Twenty-eight cards and sixteen rate increases occurred in eight years ... In 1929 new growth entitled us to another increase, but as business was so good—we hated to set it back and decided to wait. And ever since, general business has been so bad that we hated to make it any harder. Meanwhile more people have been buying The News, and circulation is far beyond the basis for the 1928 rates-200,000 ahead daily and 350,000 over for Sunday ... And meanwhile the News milline has been drooping lower and lower, News space has been getting cheaper and cheaper—and advertisers who can tell a market and a medium when they see one have been buying more and more News (1931 gain: 1,925,000 lines) . . . By maintaining a low rate for risen circulations, by steadily lowering the cost of advertising space that still returns a big profit, The News has made substantial contributions to the betterment of general business in New York! Grow with a medium that grows in these times!



220 EAST FORTY-SECOND STREET · NEW YORK Tribune Tower, Chicago · Kohl Building, San Francisco

## SPACE BUYERS WHO "KNOW IT ALL"

ARE INVITED TO READ ABOUT JOURNAL DOMINION!



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## Getting Promotion Material into Department Store Windows

One of the Knottiest of Display Problems Has Been Successfully Solved by Cannon Mills

"DEPARTMENT store windows are notoriously difficult for the national advertiser to break into." This extract, taken from an article in PRINTERS' INK Monthly over five years ago, may well serve as an introduction to the present writing, for the problem is just as acute today as it ever was.

Few advertisers are able to point with pride to a solution of this problem, but in any reckoning the name of Cannon Mills, Inc., will stand eminently high in the list.

The Cannon policy is predicated upon an earnest belief that, once a bill of goods is sold, the company's job is but half done. The earnestness of this belief cannot be made too emphatic, for it is the very foundation of the whole policy. This is merely good business, however, as distinguished from altruism, for the company realizes that its well-being is dependent upon that of its retailers.

Hence, from the very origination of a display piece, the welfare of the store is kept uppermost in mind. The whole antagonism between manufacturer and department store is not over the value of display; it is to a great extent, over the display itself-its physical composition. The department store appreciates as fully as any manufacturer that good display is essential to sales. Therefore, Cannon does not produce a display, and then go to the store and say, "Here, we have 10,000 of these cutouts. How many can you use?"

### Testing Through Some Big Department Stores

Instead the company creates its helps with the aid of department store advice. It goes to a few large New York emporiums with whom it works in close association and presents its future display plans. If these stores like them, then the company feels itself justified in proceeding with the production. At

the same time, these department stores can usually be relied upon to furnish a helpful slant or two.

This does not mean that the company permits these stores to dictate its policy. Their judgment, after all, only counts as a suggestion. Yet Cannon's experience has proved that a display that is welcome on Broadway, will be just as desirable to a department store in Portland, Me., or Lincoln, Nebr.

### Display Material Is Free

All of Cannon's display material is supplied to the retailer free of charge and is distributed by the company's salesmen. Every salesman is equipped with a portfolio describing the co-operation the advertising department is in a position to offer.

Perhaps it will not be amiss at this point to analyze one of these interesting portfolios - that on sheets for the spring of 1932. This is a handsome paper affair, 101/2 by 121/4 inches in size. Carrying out the company's theme of red, white and blue (about which more will be told later) it comes bound in a brilliant red cover. The message, Multigraphed in red ink on white paper, is mounted on blue leaves.

On the front cover is the invit-ing title: "How an Aggressive Promotion Can Take the 'If' Out of Sheet Profits." The first page continues to arouse the buyer's interest by summarizing in four terse paragraphs the futility of price-cutting and pointing out that "the only thing mentioned in this portfolio is profit." The next, a left-hand page, leaps right into the message—which is a presentation of the economy appeal and how it is being used to sell Cannon sheets. It describes the results of a laundry test proving that Cannon sheets will render four years' satisfactory service. facing page contains an actual sample of a fine muslin sheet laundered



The Name "Cannon" Suggested the Weapon and the Weapon Suggested This Window Display

104 times, together with a laundering test ticket and a free laundering coupon.

Here, instead of turning the page, the salesman opens the right-hand page which, constructed in folder-form, reveals four enlarged photographs of sheet fabric showing the texture before laundering and after 26, 52 and 104 washings. The scant difference is truly convincing.

The next two pages comprise a chart showing that the strength of the material has not been impaired by the 104 launderings, and a reproduction of a letter from the laundry explaining the test and its results. Following are some hints on local newspaper advertising along with specimen advertisements of two department stores.

Finally we come to the display material. Photographs of two window displays for Kresge's in Newark and The Fair in Chicago graphically convey the value and fundamentals of effective promotion. The opposite page contains illustrations of available window displays and streamers, interior displays and store cards.

The last page is devoted to a concise summary.

After a salesman completes a

sale, he goes over the portfolio with the buyer, giving him the benefit of his advice and suggestions, and at the same time, "selling" the display material. To an outsider it is surprising to see to what extent Cannon salesmen really use their portfolios. Most of the portfolios look as if they survived the battle of Shanghai, so badly are they worn.

Waste in the distribution of its display material is something Cannon has fortunately minimized. Inasmuch as it sells to only a few hundred department stores, (distribution to retailers is handled through jobbers) the company has a fairly good picture of each store's layout and individual requirements. When it receives a request for display material, therefore, it decides whether or not it is excessive. If the amount requested is unreasonable in its own opinion, rather than comply and commit itself to a policy of waste, the company wisely chooses the other alternative and curtails the Then if the quantity requested. store is still unsatisfied, it can always come back for more. Cannon's experience bears out that it will-and does.

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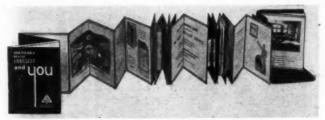
The current display for Cannon towels is one of the most productive that the company has ever prepared. It is an example of capitalizing a "natural" and plugging it for all it's worth. The name "Cannon," naturally suggests the weapon. So the company set to work and produced a lithographed cannon. The cannon was not sufficient to impart military atmosphere, and thus the soldier originated.

When this display was being conceived last year, the company happily anticipated that the spring of 1932 would be a great patriotic season. Consequently it designed all its promotion material in red, white and blue. Of course, an extra display was specially created for the Washington Bicentennial. But the fact that all its helps were of the colors of the flag was certainly instrumental in gaining the extraordinary acceptance they received.

Aside from the usual benefits that would accrue from the use of effectual display, both Cannon Mills and its department store retailers have both enjoyed additional results. There can be little doubt that the fact that Cannon dealers in the lean month of January were able to obtain their regular mark-up on sheets, while most stores sold at mark-ups of from only 8 to 15 per cent, was due in some degree to their aggressive promotion.

To Cannon Mills not only comes the satisfaction of having such stores as Macy's, Bamberger's and Loeser's, to mention a few in the metropolitan New York area, devote special windows to Cannon products, but what is more remarkable, it has secured several new and important accounts, which it was previously unable to approach, on the strength of its promotion material alone.

## Eleven Yards of Reasons Why



NEARLY all manufacturer's salesmen carry some sort of advertising and sales portfolio. The portfolio of the Insulite Company of Minneapolis this year differs from the familiar type of portfolio, not so much in its contents, as in the way it is made up and used.

When an Insulite salesman calls on a dealer and succeeds in kindling any spark of interest in the subject of insulation he promptly brings Looking around the out his kit. store or office for a vacant space, he places the kit there and spreads it out. Unlike most portfolios the kit is not made up of pages. It is of one piece with some twenty or thirty folds. When it is un-

limbered and ready for action it spreads over thirty-three lineal feet.

The kit describes our products, says R. P. Dodds, manager of the company's sales promotion department, "tells what they are and what they will do, explains the coverage our national advertising gives, gives a picture of our dealer service and the co-operation we offer. It takes an hour for the salesman to make the right kind of sales solicitation, using the kit.

That sounds like a long time. Some dealers don't want to listen that long; but once you arouse a man's interest in something that will make money for him, he forgets to watch the clock and follows

you."

Feb

## How Did Advertisers Fare in 1931?

BOARD OF INDUSTRIAL COUNSELORS, INC. NEW YORK

Editor of PRINTERS' INK:
Every so often PRINTERS' INK prepares a list of companies which about increased earnings over a similar period. Have you such a list of 1931 increases over 1930;

H. W. ALEXANDER, Vice-President.

PRINTERS' INK carries a list quarterly of the net earnings of the leading advertisers as soon as the figures are available. The number of companies included in this list varies because some companies issue statements of earnings every quarter, others semi-annually and still others only once a year. In addition, there are always a few advertisers who delay issuance of their reports so long that we are forced to omit them.

The annual reports for 1931 are coming out rapidly now and we hope to be able to print a list of these, with comparative figures for 1930, early in March. Back in the days when the annual reports contained more cheerful news for the stockholders there was a rush to issue them early. Now there is a tendency to try to out-stall competitors. Each one wants the other fellow to be out first with the bad news.

In our lists we do not separate those companies that show gains over the previous year. Whether a company reports an actual gain or loss in net earnings depends upon so many things, including how poor last year's report was, bookkeeping methods, and so on, that it seems to us frequently unfair to judge a company on its net increases or decreases. A number of companies are able, through economies, to report increases in net income although their sales are off .- [Ed. PRINTERS' INK.

## Has Silex Account

The Silex Company, Hartford, Conn., manufacturer of coffee making units, has appointed the United Advertising Agency, New York, as advertising Agency, counsel.

### Son Succeeds Thomas Russell as "Printers' Ink" Correspondent

McDonough Russell has accepted the invitation of PRINTERS' INK to act as its London correspondent, continuing the work which his father, Thomas Russell, had carried on for more than forty years. The long association of this pioneer of British advertising ended with his death on the last day of 1931.

His son, McDonough, represented represented PRINTERS' tion of the International Advertising Federation. His report on the convention and his contribution of articles already have introduced him to PRINTthe London Press Exchange, advertising agency, as senior copy writer.

## R. I. Worthington with Hurja-Johnson-Huwen

ert I. Worthington, formerly Blackett-Sample-Hummert, Inc., has joined the staff of Hurja-Johnson-Huwen, Inc., Chicago advertising Inc., advertising as space buyer and manager of agency, production.

## J. R. Boland Joins Hillyard Chemical

J. R. Boland, formerly Eastern repre-sentative of the Gillette Publishing Com-pany, Chicago, has joined The Hillyard Chemical Company, St. Louis, in a sales capacity. He will make his headquarters at New York.

## Now "Drug and Cosmetic Industry"

Drug Markets, New York, has changed its name to Drug and Cosmetic Indus-try, effective with the February issue.

## With Smith & Drum

Charles T. Nounnan, formerly Los Angeles sales manager of Foster & Kleiser, outdoor advertising, has joined the staff of Smith & Drum, Inc., Los Angeles advertising agency.

Appoints Buchen Agency

The Container Corporation of America, Chicago, has appointed The Buchen Company, advertising agency of that city, to direct its advertising account.

To Represent "Public Works" Public Works, New York, has ap-printed Duncan A. Scott, publishers' representative, Los Angeles, as its Pacific Coast representative.

Joins Stemar Displays

Charles Dye, an experienced designer, has been added to the creative staff of the Stemar Display Company, Chicago.

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## A "Buying" Population of 450,000

Because Phoenix, Arizona, is approximately 500 miles removed from any city of larger size it controls, by natural location, the jobbing, brokerage and wholesale business of the entire state. Hence, Phoenix affects a buying population of nearly a half million in an area as great as a combination of eleven of the smaller eastern states.

Advertisers may now reach every newspaper reader in Phoenix and the metropolitan area at a saving of 12 or 21 per cent through the use of the

PHOENIX REPUBLIC AND GAZETTE

PHOENIX, ARIZONA

Represented Historially by Williams, Lawrence & Cremer Co







































Here are pictured some of the reasons why "The Sunpapers Go Home" to Baltimoreans with clock-like regularity—morning, evening and Sunday—year in and year out.

Of the 142 men who own Sunpaper routes and who devote all their time to this work, upwards of 40 have seen 10 years or more of continuous service. Delivering The Sunpapers is in the hands of capable, dependable men each of whom has a substantial sum invested in his route.

So efficient is Sunpaper Carrier Service, so thorough is Sunpaper coverage, there are hundreds of blocks in Baltimore and suburbs where every occupied house is served Sunpapers. And there are many hundred more blocks where Sunpapers are served to all but one or two houses.

All of which but emphasizes what most advertisers already know: Baltimoreans are most readily reached through the advertising columns of The Sunpapers.

The Sunpapers in January DAILY (M & E) 288,552

THE



SUN

MORNING

EVENIN

SUNDAY

New York: John B. Woodward, Inc. Atlanta: A. D. Grant San Francisco: C. Geo, Krogness Chicago: Guy S. Osborn, Inc. Detroit: Jos. R. Scolaro St. Louis: C. A. Cour

## 235,000 Want This Baby



HERE is the Ivory baby whose popularity is attested to by coupon returns which total more than 235,000 requests for her picture, and the number still growing. Her picture was shown in color in an advertisement which appeared in a list of six women's magazines during November and December. Four days after the first magazine reached the newsstand, 33,149 people had mailed in the coupon which said:

"Free! You can have a picture of this adorable Ivory baby. Just send coupon to Procter & Gamble."

During the next two weeks, 70,000 requests were received. Another magazine returned 56,000 requests in one month. Returns from other magazines are incomplete, but the number is growing.

The advertiser who anticipated that his offer would appeal to the

public thought he was meeting requirements with an order of 25,000 reprints. This was quickly raised to 50,000 as the returns flooded in. A second order was issued for 125,000 and this was followed by other re-orders.

The services of fifteen girls were required for weeks to take care of the addressing, wrapping and stamping and mailing.

Another instance which testifies to the readiness of the public to respond to advertising art which stirs its fancy, is that of an offer by Pro-phy-lac-tic to send readers copies of a picture which showed a youngster brushing his teeth while his little dog stood alongside of him. This advertisement also appeared in magazines. More than 115,000 people sent in the required Pro-phy-lac-tic carton and four cents in stamps.

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# What a MILLION MEN like to read



MORE than a million men will read in the March American Legion Monthly 15 stories and feature articles editorially designed to the pattern of their 3 known and definite interests—

- 1. in progress and achievement
- 2. in adventure, sport and the out-of-doors
- 3. in news of the activities of the greatest association of Americans

## In the March Issue:

## Prosperity When?

What caused deflation and depression, and what will bring about repair? In The STEEP ROAD to RECOVERY, Marquis James speculates on factors which point to better times.

## Good Talk

What is good American? Not Eastern, Western or Southern, it is a combination of them; a unified standard accent, a cosmopolitan language which you will hear increasingly on the air. As you Like It, by Kelvin Keech.

## **Humane Venture**

Down at Warm Springs in Georgia, sufferers from infantile paralysis are winning their way back to health and vigor—a stirring and inspiring story. Ut from POLIO, by A. B. Bernd.

## **Old Crow**

Does he deserve all the odium that has been heaped upon him? He is 100 per cent black—bill, claws, plumage, reputation; and yet—Read OLD CROW, by Alexander Sprunt, Jr.

## Iazar

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## Recov

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## Book

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## Good Farm

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## **Hazards of Flying**

Our senior air mail pilot has spent 14,000 hours in the air with never a major crack-up or the loss of a pound of mail. Every time you affix an air mail stamp to a letter you have helped him to safety. YOU HELPED ME MAKE MY RECORD, by E. Hamilton Lee.

## Recovery

With sixteen acres of homestead land in Arizona, an invalid veteran has made himself a home and happiness. A STAKE in the LAND, by Robert R. Goshorn.

## **Book Medicine**

Did you ever hear of Bibliotherapy? You may have taken the treatment yourself without knowing the medico's high-hat label for it. Dose: BOOKS as NEEDED, by Fairfax Downey.

## Good Cheer for Farmers

The great farm and dairy states swallowed their dose of deflation during the eight years before the market crash of 1929—and they are in better shape today than the industrial states. The cow, the sow and the HEN, by Frederick Palmer.

## The Olympics

At Paris in 1924 and at Amsterdam in 1928, the American team suffered some bitter setbacks. Forty-six nations will compete in the Olympic Games at Los Angeles in August. What chance has the United States? To the VICTORS! by Ted Meredith.

## **Gadgets**

Try to picture a world without Stillson and monkey wrenches, without can openers or safety pins, and you will realize how big are the little things. NO BIGGER than YOUR HAND, by Arthur Van Vlissingen, Jr.

## Your Children's Houses

With milk and old newspapers for construction material, houses for the machine age without stairways or cellars, brick or lumber are already being lived in. The GINGERBREAD HOUSE COMES TRUE, by Harvey Wiley Corbett.

## Jobs

10,600 American Legion Posts are working locally to get men back to work. It is a movement you will hear a lot of in the weeks ahead. LIKE a MIGHTY ARMY, by Henry L. Stevens, Jr.

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## **Historical Romance**

The concluding instalment of Irving Bacheller's great historical novel of the days of Washington, The MASTER of CHAOS.

wise. HANDS ACROSS the BATTLE-

## **Brides**

Abundant are the statistics covering America's participation in the World War. At its peak of operations, as many as 47,555 telegrams averaging 60 words each were carried over the wires. But what were the casualties in international matrimony? HERE COME the BRIDES.

## Doings in the Posts

News of the goings on of more than a million men in more than 10,000 Legion Posts, to guide and inspire other men in other Posts to go and do like-

MORE than a million men will read the March American Legion Monthly from cover to cover.

And advertisers recognize the growing power and influence of this magazine; giving it more advertising, issue by issue, in the first three months of this year than last.

In these days of exacting purchase of advertising space, what a convincing tribute to responsiveness!

## LEGION 521 FIFTH AVENUE, NEW YORK

Bell Building, Chicago, Ill.

Park Square Building, Boston, Mass.

Blanchard-Nichols-Coleman

Seattle San Francisco

TTLE-

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## Here's a Formula for Setting Sales Territories

Toledo Scale Has Six Types of Salesmen and Six Types of Territories

## By H. C. Whitehorne

Assistant to the Vice-President, Toledo Scale Company

BECAUSE the Toledo Scale Company has six different classifications of salesmen our problem of establishing sales territories is rather complicated. On the other hand, the complicated nature of our problem has made it necessary for us to work out certain formulas and standards which should be applicable in handling the details of territorial assignments for small companies as well as large.

At the present time our sales organization is split up into the following divisions:

Exclusive retail salesmen.
 Exclusive industrial salesmen.

3. Exclusive parcel post and mailing scale salesmen.

4. Exclusive person weigher salesmen.

5. Exclusive precision device salesmen.

 Combination retail and industrial salesmen in provincial territories (this last classification carries the full line).

From 1899 to about 1912 the company manufactured and sold computing scales for retail stores only. Our entire line consisted of a cylinder scale, sold principally to retail meat dealers, several models of fan scales sold principally to grocers, and one or two models of candy scales sold to grocers, confectioners, drug stores, etc. Therefore, during the first twelve years of our history we developed an organization trained principally to sell to retail food shops.

In 1913 we introduced the first automatic portable scale of the dial type, and this immediately found wide favor among American manufacturers. So successful was this particular model that we were able to develop, during the next few years a complete line of indus-

trial scales using the same basic principle.

When this line was only half completed it became evident that if we were ever to be a factor in the industrial scale field we would have to discontinue the practice of depending upon our retail salesmen to sell this line in combination with their retail scales. Some of them immediately became more successful selling the industrial line, while others looked upon it merely as a side line. It was obvious that the industrial line would have to be sold to plant engineers, production managers and purchasing agents and that the type of salesmen who had made a success of selling retail merchants was not necessarily the man who could be successful at this

### A Separate Sales Force Created

The fact that the work was so different made it necessary for us to create an entirely different exclusive industrial sales force, at least in those territories where the market permitted. This division was immediately made in the large metropolitan centers where the sales possibilities were sufficient to support exclusive retail men and also exclusive industrial men. In provincial areas our men still continue to carry the full line.

During the period when we were developing our industrial scale business we were also developing a complete line of automatic scales which computed not only weight but the value of postage to be placed on any kind of letters or parcel post packages. We also developed a scale for weighing light shipments of express.

Here again we met an entirely different problem in marketing this particular line. The mailing scales

and small parcel post scales, which constituted the best opportunities for volume, had to be sold to offices, banks, etc. Therefore, in the case of the parcel post and mailing line we adopted the same policy that we did with the industrial line; in metropolitan centers where there was sufficient territory to support an exclusive man we excluded the postal scales from the contracts of our retail and industrial men and employed salesmen for that purpose. In the provincial areas again we added this to the line already carried by the salesmen originally in that territory.

## One Company with Five Sales Problems

Without going into further detail, I may say that new developments made it necessary for us to add exclusive person weigher salesmen and exclusive precision device salesmen while we do continue the policy of adding new lines to the jobs of salesmen in provincial territories which would not support specialized sales effort. It is obvious that such a set-up requires a variety of methods in assigning territories. It is also apparent that so far as our output is concerned we have the sales problems of five different manufactur-

Our retail salesmen are given an exclusive territory, consisting of a certain specified area in which they are protected on all deals, regardless of where they are sold, within their own classification. They receive full commission on everything sold in their particular territory except in those cases where the purchasing headquarters are in another territory and on these deals they receive two-thirds of the commission.

Our plan of assigning territories is based on the population that we know is necessary to produce a certain volume of business. While I do not wish to state the actual figures involved, I can outline briefly how we arrive at the different classifications and percentages.

We made a very careful analysis to determine just how much retail business we could expect per thousand people in various sections of the country each year. In analyzing each territory, or rather each section of the country, we employed the following factors:

Number of retail outlets.
 Purchasing power per capita.
 Number of automobiles in relation to the population.

4. Incomes over \$2,000 per year.
5. Percentage of foreign born population.

Every territory was considered in the light of these five factors and each territory was then placed in one of four classifications. For example, in those territories falling under Classification A we could expect \$100 of retail business per thousand population per year, Classification B \$90, Classification C \$80 and Classification D \$70. If a salesman then was assigned a territory of 200,000 population under Classification D his quota would be \$14,000 per year.

Exclusive industrial salesmen operating in metropolitan areas are not assigned any definite geographical area, but are assigned certain accounts to handle.

We have found this method to be quite effective because it enables us to concentrate similar industries in any given city under the salesman who is best adapted to sell that particular industry. For example, in the city of Detroit we are able to concentrate certain automotive accounts under a representative who is especially trained to handle that particular field. You can readily see the advisability of this because our product is sold to industrial plants on a basis of a survey to create the need for the product and the man who makes the survey must of necessity be particularly familiar with manufacturing processes in that industry. If he has a number of similar accounts to handle he soon becomes quite adept in presenting our proposition and also in making the survey.

We have also found it necessary in some concentrated industries to employ and train a special man to handle that field.

In these days of competitive

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I Dote on Foreign Things

But somehow "foreign advertising" never did seem to me just the right description. "National advertising" was better. Now, according to Media Records, it's become "general"-and the more general it becomes the better we'll all like it. And speaking of general advertising, Media Records says that last year The Examiner published more of it than any other Los Angeles newspaper, exceeding the second one by a mere 824,493 lines. Perhaps it's because The Examiner is read by more people and is delivered by carrier to more homes, than any other morning and Sunday newspaper west of the Missouri River. Or maybe it's because The Examiner is read 365 days in the yearand 366 in 1932-by the opulent and optimistic Moderns who keep in circulation most of the \$1,533,-411,315.45 spent yearly in the Los Angeles Metropolitan District, Anyway, when experienced advertisers place 800,000 more lines in The Examiner, that's a pretty good reason why The Examiner's a natural for Any Examiner representative will be glad to shed further light on the subject.

Represented Nationally by W W Chew Organization.

NEW YORK
572 Madison ave.

CHICAGO
612 Hearst Bidg.

3-129 General Motors Bldg.

SAN FRANCISCO 625 Hearst Bldg.





Put Your Message Before the Moderns

selling more and more companies are coming to see the necessity of having their salesmen specialized by industries rather than by individual territories. Some companies, I believe, follow this system entirely in their industrial selling. Others modify it somewhat. It is my belief, for the reasons I have already stated, that it is the most logical process to follow, particularly where you are selling a technical product to technical markets.

In sparsely populated territories the industrial business, together with parcel post, mailing scales and personal weighers are usually handled by the salesman who has the contract for retail scales. Where a representative has a full line his quota is increased because of the industrial business which he

is privileged to sell.

### Basing the Industrial Ouota

The industrial quota is based upon various factors. A territory which has a large number of metalworking plants is obviously a better territory for the scale business than a territory having a large number of wood-working plants or a large number of clothing manufacturers, industries whose total scale requirements are somewhat less. We also consider in assigning an industrial quota the value of manufactured products within the area and also the number of manufacturing concerns having a financial rating of \$10,000 or more. We also consider the number of industries existing within an area which are particularly good prospects for automatic weighing machines, as for instance, dairies, creameries, cheese plants, laundries, packing houses, etc.

We are now faced with another problem which we believe will be quite interesting and that is the routing of salesmen or the selection rather of a territory for a salesman specializing in one certain model of scale. I have in mind the new Toledo Printweigh, which we have just placed on the market and which, in reality, should be considered part of the accounting equipment of a concern rather than

factory equipment. In promoting the sale of this new device, which furnishes a permanent and printed record of weights, we have found that the most successful method is to work through officials in the management, financial and accounting ends of businesses in an effort to have them tie in the printed weight records with their other accounting forms.

A salesman, in order to sell equipment of this kind, should be versed in accounting practices and have a general idea of the accounting system of the prospect. A man to be successful in promoting the sale of this machine should be trained along the same lines as the salesman who sells accounting machines of various other types. Because of all this we are now in the process of training men to specialize in the sale of the Printweigh.

## Agricultural Publishers Re-elect Officers

W. C. Allen, publisher of the Dakota Farmer, Aberdeen, S. D. has been re-elected president of the Agricultural Publishers Association. B. Morgan Shepherd, Southern Planter, Richmond, Va., continues as vice-president and treasurer and W. G. Campbell, Indiana Farmer's Guide, will serve another term as secretary. Victor F. Hayden, Chicago, continues as executive secretary.

Clifford V. Gregory, Prairie Farmer, Chicago, has been elected to the board

of directors.

## New Accounts for Murphy

The Acme Steel Company, Chicago. has placed its advertising account with Carroll Dean Murphy, Inc., advertising

Carroll Dean Mulpuy, as agency of that city.

Northwestern University, Evanston, Ill., and Chicago, and Culver Military Academy, Culver, Ind., have also placed Academy, Culver, Ind., have also placed with this their advertising accounts with this agency.

### New Account to Charles Austin Bates

The Jenkins Corporation, New York, mail-order specialties, has appointed Charles Austin Bates, Inc., of that city, to direct its advertising account. Sports-men's publications and mail-order magazines will be used.

To Leave Sivver

Arthur H. Oberndorfer, for thirteen years advertising manager of the Sivyer Steel Casting Company, Milwaukee, has resigned, effective March 1.

Feb. 2.

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tin Here's How Times Have Changed in PITTSBURGH

## from 24th to 4th in 3 Years— TOTAL GROCERY LINAGE

Here is a story of advertising linage progress—24th in the United States in total grocery linage in 1929, 10th in 1930 and 4th in 1931 that's the record of the Pittsburgh Sun-Telegraph in this important classification.

The Sun-Telegraph, in 1931, gained 259,499 lines in Grocery linage over the previous year, while the other Pittsburgh evening and Sunday newspaper lost 43,000 lines.

Based on figures by Media Records with no alteration of any kind.

SUN-TELEGRAPH

PAUL BLOCK AND ASSOCIATES

Feb.

## FRANKLIN

goes ahead in Philadelphia\*

\* Back of Franklin's sales increase is an amazing story. Every manufacturer selling in this market should hear it before another advertising dollar is spent in Philadelphia.

CURTIS-MARTIN NEWSPAPERS, INC.

PUBLIC MORNING



**LEDGER** 

EVENING

SUNDAY

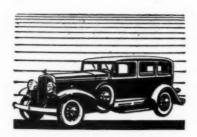
. . INDE

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## IES"IN THE PHILADELPHIA MARKET . . .



During 1931, Franklin sold 5.2% of all high-priced cars purchased in Philadelphia against 3.8% in 1930—an improvement of position in its price field of 1.4%.

During 1931, Franklin used 70.8% of all its Philadelphia advertising in the Curtis-Martin Newspapers.

INDEPENDENCE SQUARE, PHILADELPHIA

ER The Philadelphia Inquirer

MORNING

CHINDAY

## CINCINNATI

...by any and all comparative figures ... is one of the few good markets today

**QUICK RESPONSE NOW!** 

## CINCINNATI TIMES-STAR

New York: MARTIN L. MARSH, 60 E. 42nd Street Chicago: KELLOGG M. PATTERSON, 333 N. Michigan Ke

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## Kodak and Advertising Continuity

Highlights in the Eastman Story Showing How Consistent Program Caused Great Business to Grow

ERWIN, WASEY & C. SAN FRANCISCO WASEY & COMPANY

1932

Editor of PRINTERS' INK: If it is not too much trouble, we would appreciate your sending us by return air mail, a bibliography covering any articles that have run in your publications on the "Kodak" story. What we are interested in tracing is the early advertising of the Eastman Kodak Company so as to ascertain whether they advertised the word "Kodak" by itself, or whether from the first they mentioned that it was a "camera."

ERWIN, WASEY & COMPANY.

WHILE the effects of the great blizzard in 1888 still furnished the main topic for conversation a young man in Rochester, New York, succeeded in perfecting a camera that could be sold loaded so that any novice could snap pictures. He was George Eastman, who, for the ten years previously, had operated a small photographic supply factory for professional photographers. In June, 1888, Mr. Eastman decided his invention was ready to be marketed and should be called Kodak. When asked why that name was chosen he said: "It doesn't mean anything. We wanted a good strong word, one that could not be misspelled or mispronounced and, most of all, one that could be registered as a trade-mark that would withstand all attacks."

Coincident with the Kodak there appeared on July 15 of that year the first issue of "PRINTERS' INK, A Journal for Advertisers." It is only natural that from early issues we should have chronicled the growth and development of the Eastman Kodak Company, one of the country's conspicuous adver-

tising successes.

The company has been a consistent advertiser all along. The name Kodak has always been featured prominently as will be seen from the following quarter-page advertisement in Scribner's, March, 1889:

THE KODAK

Anybody can use the Kodak. The operation of making a picture consists simply of pressing a button. One hundred instantaneous pictures are made

without re-loading. No dark room without re-loading. No dark room or chemicals are necessary. A division of labor is offered, whereby all the work of finishing the pictures is done at the factory, where the camera can be sent to be re-loaded. The operator need not learn anything about photography. He can "Press the button"—we do the

THE EASTMAN DRY PLATE AND FILM CO. Price, \$25.00 Rochester, N. Y.

Here are some highlights on Kodak advertising and growth as PRINTERS' INK reported them during the last forty years:

1892 - Advertisement appearing in general publications:

KODAKS

Take a Snap Shot.
Time Exposure and Flashlight Pictures.

KODAKS can be used as hand or tri-pod cameras—they can be used with roll film or glass plates—Kodaks are convenient "all around" cameras.

KODAKS have the best lenses—hence they take the best pictures. Kodaks are compact—all other cameras are larger, heavier. Kodaks are always tested in actual use—the only prac-tical test. We guarantee each one. Kodaks are spacified. Kodaks are practical. \$6.00 to \$65.00

1899-In an announcement dealers the company said: "Our general advertising for 1899 is We are heavier than ever before. using magazine space liberallyalmost lavishly. We are constantly hammering away at the public, telling about the simplicity of the cartridge system, and the convenience of the Pocket Kodak."

1903-The company announces a correspondence school of photography, instruction in developing, toning, printing and the other technicalities of the art to be taught free to those owning Kodak or

Brownie Cameras.

1909-One of the most interesting new farm advertisers of generally advertised goods is the Eastman Kodak Company. The old conception would probably insist that the farmer would laugh at and despise Kodaks as a fad from the city, which he didn't care about.

1914—Net profits for the company for 1913 were \$14,162,435.

1915—The company arranged to supply autographic backs for all Kodaks of the most important models and advertised to this effect in the magazines.

1918-L. B. Jones, advertising manager of the company, said: "From the very beginning down to this day and hour there has been just one purpose in Kodak advertising: to sell the idea of photography, the art of making pictures. Everything else is subordinate to putting across the pleasure of Kodakery. If we show a picture of the instrument itself it is only so that the purchaser may know in advance what it looks like. As to copy, I am a heart-and-soul adherent of the gospel of brevity. Write out everything you have in your mind on a subject, and then keep on blue-penciling till every superfluous word is gone."

1923—Mr. Jones, then vice-president, said: "The company began business in 1880, but up to 1888 advertised only in photographic magazines as the products were almost entirely professional. The first advertisement for the Kodak appeared in the Scientific American in 1888, about a three-inch space, and there were some quarter-pages used about that time also. I came here the first of May, 1892. At that time our whole advertising appropriation for magazines, circulars, booklets, window display materials, et cetera, was \$30,000 a year."

Mr. Eastman, whose advertising experience up to 1888 had been confined to rather matter-of-fact announcements of his photographic materials in the trade papers, believed in brevity also.

### Mr. Eastman Edits Some Copy

Upon his desk there was placed one day a somewhat wordy manuscript which told in some detail how, if you would press the button, finish the roll of film and forward the camera to Rochester, the Eastman company there would do the rest. He reached for his stubby pencil and "ringed" two phrases. It then read: "You press the button; we do the rest."

1925—George Eastman resigned as president and general manager. He was elected chairman of the board of directors and retained supervision over matters of general policy and development.

1930—Mr. Jones: "After all, it is what people do, not what they say that counts. In forty years Kodak has never let up in continuity effort or volume."

1931—Net profits of the company for 1930 amounted to \$22,-004.915.

From the company's 1931 annual report: "There has been extensive and favorable comment on our effective program for the stabilization of employment in spite of a wide seasonal variation in sales. To quote from the report of the Committee on Stabilization of Industry appointed by Governor Roosevelt of New York: "The Eastman Kodak Company is an outstanding example of scientific control of production through sales research and budgeting."

"The principal stabilization methods are: Accurate sales forecast, careful planning, scheduling production at an even rate during the year, and the judicious accumulation of inventories during the slack season."

The company's \$100,000 international photographic contest was said to be the largest in geographical scope and the amount of prizes that was ever sponsored by a national or international advertiser.

1932—The company announced that in the future two of its most popular sizes of films will be offered in eight exposure rolls at the price of the present six-exposure rolls.—[Ed. PRINTERS' INK.

## Oregon Dairy Council Plans Campaign

The Oregon Dairy Council is planming an advertising campaign throughout the entire State of Oregon to increase consumption of dairy products. Sidney Miller, of Woodburn, was recently elected president of the Oregon Council. Paul G. Adams, executive secretary, will be in charge of the new advertising campaign which will be collected from an assessment of 1/12 of a cent a pound, half to be from the producer and half from the manufacturer of every pound of butter fat produced in the State.

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## What Brings this WORLD LEADERSHIP?

The question is often asked—why does the Los Angeles Times print more classified advertising than any other newspaper in the world.

Los Angeles, as the fastest-growing large city in the world, presents an ever-changing, ever-increasing market—continual new wants and new desires on the part of its people. As a result, returns to classified advertising—and returns to ALL advertising—are, on the whole, exceptionally good.

In this market The Times has, for generations, led in ALL BRANCHES OF ADVERTISING, national and local, as well as classified.

Here are the figures on Classified Advertising for the first ten newspapers in the United States, tabulating the leading newspaper in each city, for 1931.

Lines	
Los Angeles Times	
Brooklyn Eagle	
Detroit News	(net)
New York Times	
Oakland Tribune4,249,818	
San Francisco Examiner4,244,147	
Washington Star	
Baltimore Sun	
Chicago Tribune	
Pittsburgh Press	

(These figures issued by New York Evening Post Statistical department.)



Eastern Representative: Williams, Lawrence & Creemer Co., 360 N. Michigan Bird., Chicago, 265 Madison Ava., New York. Pacific Coast Representative: R. J. Bieweil Company, 742 Market St., San Francisco. White Henry Stuart Bidg., Seattle.



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## Seed

ADVERTISING is the planting of seed.

The question is — What kind of seed? What are you attempting to raise?

Fortunate is the advertiser who plants "Confidence."

It is a plant of slow growth. But bumper crops and stout resistance to drought are in those acres seeded with Confidence.

Plant in people's minds those things you wish them to believe about you and your product — and harvest a gratifying, continuous crop.

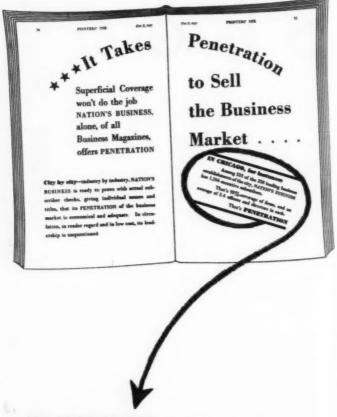
This distinction between belief and sales as the goal of advertising is an interesting and worth-while subject for study. You buy what you believe in. So does everybody else.

## Williams & Cunnyngham Advertising

6 North Michigan Avenue - Chicago Philadelphia . . . . . Rockford







## IN NEWARK, for instance:

Among 42 of the 48 leading business establishments of the city, NATION'S BUS-INESS has 194 executive subscribers.

That's 87.5% coverage of firms, and an average of 4.6 officers and directors in each.

That's PENETRATION

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## Looking the Buyer in the Eye

Textile Machinery Manufacturer Talks Straight from the Shoulder in Business-Paper Advertising

THEN a man talks to you in a convincing manner, he looks you straight in the eye. It was with this thought in mind that the pres-ent campaign for Halton's Jacquards, textile weaving machines, was prepared for business papers. The predominating feature of each

advertisement is a photograph of a man's eyes looking straight out of the advertisement. He gives the reader the impression that he is talking hard, convincing facts. And that is exactly what the copy does.

Up to 1930 most of the nphasis in the Thomas emphasis in the Halton's Sons advertising had been placed on the machine itself. But with the slowing up of replacement buying it was felt it would be unprofitable to advertise either the machine itself as such, or parts of the machine, in the face of the sales resistance starting with the present depression.

The 1930 campaign, therefore, published the statements of leaders in the textile industry and editors of textile papers in their insistent cry for the necessity of replacement of old equipment if the textile industry were to ride out the depression and produce salable goods at a profit. These statements were made in conjunction with actual installations of Halton's

Jacquards and the conclusion that they should be a definite part of this replacement program.

At the close of this campaign the present one, running in 1931 and 1932, was instituted. The company believed conditions had not yet righted themselves to the extent\* that manufacturers were interested in mechanical improvements only as such. It was therefore decided to continue the last year's program with a different approach—that of the necessity for

making a profit on each item in production and the fact that the machines would bring that profit where obsolescence was sopping it up in high production costs.

A deliberate effort is made to get away from the approach, "We think this is a good machine,



## Let's cut a couple of costs

hour comple cutting private that now let's use there for a the firs charge. Let's cut a couple of secto-and sacrifice methi should be turning out the elasters revisement that has been metling along in musty operation for the past few decodes. It's just in Biolitest's Janguards arrange a position of thet has ny'll revive these positive that are being smootheard by of on, in respectibly of draign, in oper



Eyes Looking Straight Out at the Reader Are a Dominating Feature of Each Advertisement

> therefore buy it." The advertiser is attempting, instead, to put itself on the other side of the picture. It believes it would be safe to assume that practically every one of its prospects would be attracted by any reference to profits and would at least be influenced to read the

> In addition, 1931 was a year when manufacturers had to face facts, hard facts. Talk has been straight from the shoulder, there has been little beating around the bush. Generalities, pretty pictures

and nebulous promises have availed little.

Salesmen have been successful only if they have been able to look the buyer in the eye and give real reasons why he should buy. So this company has endeavored to project a personality into the printed page and is making this personality talk to the individual prospect. His talks, moreover, are facts, not generalities.

These typical straight-from-theshoulder headlines give an indication of just how this advertiser is attempting to approach the buyer in print:

"Bring out those acissors Let's cut a couple of costs."

"Yes-there's still such a word as 'Profit' "

"Not next month, not next year—the time for action is NOW!"

"... WHAT ARE YOU GOING TO DO About It?"

These headings are all accompanied by the attention-compelling photographs of men's eyes that demand action on the part of readers.

The copy shows how Halton's Jacquards cut production costs and produce better goods. Readers are urged in every advertisement to get further details from the company by sending for a catalog.

The direct bid for catalog requests is made because the company wants to be specific; wants to get direct results if possible. More than 800 requests have been made for the catalog—many of them from mills of the highest standing, including some in England, Japan, Holland, Mexico, Canada, Scotland and Australia.

The salesmen have received the new campaign enthusiastically. Reprints of the advertising are mailed each month to the list of prospects and are also bound into a sales portfolio which the salesmen carry.

"Whereas conditions in the textile industry are none too optimistic," declares Thomas H. Halton, Jr., vice-president of the company, "we feel this type of advertising is doing us more good at this time than merely pointing out in detail specific mechanical facts which may or may not be of interest to firms that are unwilling to consider capital expenditures no matter how attractive new machinery may

be.
"We believe that in pointing out
the more fundamental reason for
the use of Halton's Jacquards—
that is, a greater profit per installation—we are striking a responsive
chord in the minds of textile executives. Returns are justifying themselves to our entire satisfaction, and
we feel that it places us in a strong
position in the industry as well as
giving our salesmen the market acceptance that otherwise might be
harder to get."

### To Publish "The Swimming Pool World"

The Swimming Pool World will make its appearance with the March issue. The new publication, with offices at 29-10 Northern Boulevard, Long Island City, will cover the design and construction of pools and their maintenance and operation.

Charles W. Wood is publisher and editor. Robert J. Thornton, formerly general manager of the Perry L. Smith Publishing Company, is business and advertising manager.

## P. C. Smith with Johnston Company

Paul C. Smith, formerly vice-president of the Wales Advertising Company, Inc., New York, and, before that, account manager of the Frank Presbrey Company, Inc., has been appointed Eastern representative of the William G. Johnston Company, Pittsburgh, merchandising counselor and creator of direct mail. He will make his headquarters at 230 Park Avenue, New York.

## N. B. C. Reports Increased Income

The gross revenue of the National Broadcasting Company during 1931 amounted to \$29,500,000, as compared with \$22,000,000 for the preceding year, an increase of \$7,500,000. This increase was shown although the number of clients served by the company during 1931 totaled only 231, compared with 263 served during 1930.

## A. E. King Joins Beecher, Peck & Lewis

Arthur E. King, for a number of years with the Hammermill Paper Company, Erie, Pa., engaged in special sales promotion and advisory work, has joined Beecher, Peck & Lewis, Detroit paper merchants. He will be engaged in general sales work, specializing on Hammermill papers.

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## Total Newspaper Advertising of the Fifteen Leading Papers of the United States for the Year 1931

The Star's policy of printing a superior newspaper and delivering it every evening and Sunday morning by carrier with almost perfect regularity at low cost to the subscriber accounts for its surpassing circulation.

That this policy is appreciated not only by local and national advertisers but by the general public in their use of its classified columns is evidenced by the great volume of advertising carried in The Star.

## Fifteen Leading Newspapers in Total Advertising

Newspaper 1931
Lines of Advertising
1. New York TimesMorning and Sunday24,402,912
2. WASHINGTON STAR Evening and Sunday23,706,576
3. Baltimore Sun Evening and Sunday22,613,661
4. Detroit NewsEvening and Sunday21,318,252
5. Chicago Tribune
6. Pittsburgh PressEvening and Sunday19,341,278
7. Los Angeles TimesMorning and Sunday17,824,412
8. Newark News
9. St. Louis Post-Dispatch Evening and Sunday17,734,119
10. Philadelphia BulletinEvening only17,019,907
11. New York Herald TribuneMorning and Sunday16,349,003
12. Pittsburgh Sun TelegraphEvening and Sunday16,131,868
13. Los Angeles ExaminerMorning and Sunday15,900,999
14. New York SunEvening only15,379,293
15. Chicago News

## Circulation of the Evening and Sunday Star

		Average. Daily	<b>Average</b>
January,	1932	118,226	125,567
January,	1931	114,464	119,830
January,	1930	111,036	115,818
January,	1929	106,216	110,663
January,	1928	102,617	109,597
January,	1927	102,562	110,416
January,	1926	99,981	107,579
January,	1925	98,795	104,954
January,	1924	97,097	100,609
January,	1923	92,493	95,123
Increase	during past 10 year	rs 25,733	30,444

## The Evening Star

New York Office: Dan A. Carroll 110 E. 42nd Street WASHINGTON, D. (

Chicago Office: J. E. Lutz Lake Michigan Bldg.

in S

Feb. 25

The Pittsburgh Press.

## CLASSIFIED ADVERTISING uring 19

Indicates the Public's Appraisal of an Advertising Medium.

MEMBER OF THE UNITED PRESS · · · OF THE AUDIT BUREAU OF CIRCULATIONS and of MEDIA RECORDS, INC.



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Guring 1931 The Pittsburgh Press published a greatpercentage than ever of all the classified ads appearg in the three Pittsburgh newspapers. The Press ublished 63.6% of all the Want Ads ... nearly ree times as many classified ads as the second paper and nearly five times as many as the third paper.

# Pittsburgh Press

SCRIPPS. HOWARD

AL ADVERTISING DEPT. OF SCRIPPS-HOWARD WSPAPERS · · · 230 PARK AVENUE, NEW YORK CITY

CAGO · SAN FRANCISCO · LOS ANGELES · DALLAS TROIT . PHILADELPHIA . BUFFALO . ATLANTA

# **Immediate Results**



I boys stopped buying candy . . . . .

If youths stopped buying sporting goods....

If young men stopped brushing their teeth . .

If they stopped their many other daily habits requiring hundreds of products . . .

The results would be immediate and widespread.

Today, tomorrow, right now, day in and day out, the high school boys of America, a distinctive and important market, are producing immediate results for wise advertisers.

BOYS' LIFE is a potent influence in this great, important Market of Youth.

James G. Melvin, Jr., of Lowell High School, San Francisco, Cal. Age 19, an athlete, Scout and student is a regular reader of BOYS' LIFE.

For all Boys - Published by the Boy Scouts of America

2 PARK AVENUE NEW YORK

CHICAGO 9 W. WASHINGTON ST.

BOSTON OLD SOUTH BUILDING

BLANCHARD, NICHOLE, COLEMAN · LOB ANGELES SAN FRANCISCO

SEATTLE

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# This Letter Brought 10.3 Per Cent Direct Sales Returns

Welch Makes Up Four Family-of-Products Assortments and Merchandises Them to Picked List

HERE are the details of an assortment selling plan that produced bigger returns than any similar offer made to consumers by the Welch Grape Juice Company.

Each year just before the Christmas holidays the company offers several assortment packages made up of various products in the line. In the 1931 campaign there were four assortments. One package contained one each of the Welch products-the price \$2. Another consisted of two pints of Grape Juice, three one-pound jars Grapelade and three six-ounce jars of grape jelly, at the same price. The third was a jelly assortment for \$1. One more was a combination of Grapelade and jellies for \$1. In addition a carton of six fruit juice glasses was offered for \$1, or 75 cents if purchased with one of the \$2 assortments.

Each assortment was fully described and illustrated in a fourpage mailing folder. The first page carried this printed message in letter form:

Here is our contribution toward solv-Here is our contribution toward solving that annually perplexing problem—"What shall I give?" Good things to cat and drink are always appropriate, always welcomed, for they are enjoyed by the entire family. And Welch's Christmas Assortments offer you selections that will suit the appetites of everyone and are also varied enough to sail your own pockethook.

everyone and are also varied enough to suit your own pocketbook.
Your relatives and friends will delight in the tang and zest of Welch delicacies: the fruity richness of Welch's Grape Juice; the true grape flavor of the jam—the joy of pure jellies, preserved for you exactly as they come from the ripe fruit.
With these gifts go wholesomeness and

appetizing flavor, for no fruit can match the grape for those essential fruit sugars . so nourishing

and mineral salts . . so nourishing and necessary to health.

Many of the folks receiving this announcement have visited our plant and have seen with their own eyes how carefully elevate the critical sales and the control of the co

have seen with their own eyes how carefully, cleanly we extract the fruit juices and seal them in sterilized glass and each product pasteurized pure!

We have arranged special facilities for forwarding your gift packages with utmost speed so you and your friends will receive them in plenty of time for Christmas. But of course, we must hear

from you promptly. Won't you sit down now, select the assortments you want, then fill out the enclosed order card? A few minutes—and it is done! And the mails will promptly deliver in time for Christmas greetings a welcomed gift from you and yours.

The mailing piece was sent to a list of names compiled from the following sources:

1. Calling cards from the purchasing department, traffic, sales and advertising departments.

2. Consumers who write in for booklets in response to national advertising.

Stockholders.

4. Registration lists of factory visitors.

5. Advertising managers and associations of all media carrying Welch advertising.

6. Association of national adver-

tisers.

7. All employees of advertising agencies working on the account. (Five advertising agencies serve Welch.)

8. All warehouses stocking the

merchandise.

Harold J. Potter, advertising manager for Welch, informs PRINT-ERS' INK that this mailing piece produced 10.3 per cent returns.

The average number of orders per return called for 2.8 assortments each. The average dollar sale

per return was \$4.87.

The advantages the company gained by using such a direct-mail plan are outlined by Mr. Potter as follows:

Created new users.
 Introduced the whole line.
 Introduced a new product.

4. Introduced into a number of homes a new idea for a long recognized beverage.

The idea has wide possibilities for many manufacturers at different periods throughout the year. The manner in which the mailing list is compiled assures a live group of names. The attractive assortment groups and packages stimu-

late orders that probably could not be obtained in any other way. Where a family of products is concerned the advantages to be had are worth while, considering the fact that the mailing can be prepared at small cost.

#### R. V. Cline with Carpenter Agency

Russel V. Cline, formerly an account executive with The Sweeney & James Company, Cleveland advertising agency, has joined Carpenter Advertising, Inc., of that city, as vice-president. He was at one time advertising manager of the Firestone Tire & Rubber Company, Akron, Ohio, having served with the advertising department of that company for tising department of that company for over seventeen years.

### Wakefield & O'Connor, New Business

E. M. Wakefield, who conducts an advertising agency business under his own name at Chicago, and F. E. O'Connor, formerly a sales agent at that city, have organized Wakefield & O'Connor, Inc., to publish syndicated retail store literature. Offices are at 400 West Madison St., Chicago.

#### To Represent Toronto Magazines

Maclean's Magazine and the Chatelaine, both published at Toronto, have appointed the H. H. Conger Company, publishers' representative, San Francisco, as their Pacific Coast advertising representative

## Charles E. Bachman, Jr., Dead

Charles E. Bachman, Jr., sccretary of the Ad-Service Printing Company, Phil-adelphia, died recently at the age of fifty-nine. He was, at one time, asso-ciated with Ferris & Leach and The Biddle Press.

# Joins Hudson Agency

Miss Margaret G. Lynch, for the last twenty years treasurer of the Metro-politan Advertising Company, Inc., New York, has joined the Hudson Advertising Company, of that city, as vice-president.

## Advanced by Lightolier

M. J. Adler, formerly assistant advertising manager of the Lightolier Company, New York, has been appointed advertising manager. Loebelson, resigned. He succeeds M.

# Elected to RCA Board

Harold Smith, vice-president of the Westinghouse Electric & Mfg. Company, has been elected a director of the Radio Corporation of America. He succeeds the late H. P. Davis.

Milady Shows Her Toes

There is a possibility that the market for manicure products will find new uses for manicure products will find new uses opening the way to increased sales. The possibility springs from a new vogue which already has made itself an influence in the manufacture of stockings. These are being made without reinforcement in the foot, so that sheer textile fabric runs clear down to the toe.

The market for the new stocking, in turn, is a consequence of the introduction and popularity of the sandal for evening dress and dancing. These sandal slippers meet the demands of style which seem to rule that the less the sandal

seem to rule that the less the sandal the more it is in style. Stockings will be worn, of course, but they will give the appearance of not being worn at all. With milady barefoot, so to speak, new business is opening up for manicurists and the makers of manicure specialties, not to mention the fortuitous prospects ahead for chiropodists.

#### Reader Service Spells Success VICKERS & BENSON REG'D.

Advertising MONTREAL, QUE., CANADA

Editor of PRINTERS' INK: Many thanks for your articles on cocoa and chocolate campaigns. When I have finished with them, I shall certainly re-

finished with them, I shall certainly return same to you.

Also, I am very grateful for the extremely prompt way you furnished me with the names of those books on "advertising appropriations," "window displays" and "market research."

Promptness, such as you have displayed in connection with my requests, together with a very evident interest in your readers' problems, probably explains your outstanding success.

PHILIP WOOLLCOMBE.

#### J. Walter Thompson Transfers Russell Paulson

Russell Paulson, formerly in charge of production of the San Francisco office of the J. Walter Thompson Company, has been transferred to the Los Angeles office.

# To Represent Seattle "Star"

A. G. Bixby has been appointed special representative of the Seattle Star. Mr. Bixby, who was at one time for thirteen years assistant publisher of the Seattle Times, will make his headquarters at the San Francisco office of Gilman, Nicoll & Ruthman, Inc., publishers representa-

Appoints United Agency Dwelly, Pearce & Company, Inc., New York, sponsor of Trustee Standard In-vestment Shares, has appointed the United Advertising Agency, New York, as advertising counsel.

"Baby Chick" Appoints

H. B. Knox, Jr. has been appointed Eastern advertising representative at New York of *The Baby Chick*, Chicago.

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# More New York Stock Exchange members read the New York Herald Tribune than any other morning newspaper

A survey of the members of the New York Stock Exchange made by Walter Mann & Staff, an independent research organization, reaching 75% of the membership, shows that the New York Herald Tribune is:

1—Read regularly by more members than any other New York morning or Sunday newspaper.

2—Read for financial news on weekdays by more members than any other New York morning newspaper.

3—Preferred for financial news on weekdays by more members than any other New York morning newspaper.

A booklet containing tabulated results of the survey and complete explanation of procedure will be sent upon request to Dept. P. New York Herald Tribune, 230 West 41st Street, New York, written on your business letterhead.

Herald Tribune

# Jobbers Sell 31 Per Cent of Manufacturers' Output

Census Figures Show That 19 Per Cent Goes Direct to Retailers and
Less Than 2 Per Cent Direct to Consumers

ON the basis of a study of 84.7 per cent of the value of products of all the manufacturing plants in the United States, the Bureau of the Census, Department of Commerce, shows that manufacturers sell nearly one-third of their output through wholesalers. To industrial and other large consumers goes 28.8 per cent of output, retailers get 19.8 per cent, manufacturers' own wholesaler branches 16.5 per cent, the consumer himself only 1.7 per cent.

The complete table prepared by the Bureau of Census is reprinted retailers. The difference between the dollar and percentage totals in the two releases is due largely to the fact that in one instance f.o.b. factory figures are used and in the other jobbers' own sales figures are employed.

In the previous release it was indicated that manufacturers' own wholesale outlets, including district and general sales offices as well as manufacturers' sales branches, numbered 16,696 and had net sales of \$16,243,339,858 or 23.37 per cent of total sales and that agents and brokers, numbering 18,217, had net sales of \$14,102,646,358 or 20.3 per

	Selling	value	(1.	0.	b.	factory),	A;	per	cent	of	sales,	В.
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	A	13
Sales to wholesalers	\$18,526,123,000	31.1
Sales to manufacturers' own wholesale branches	9,871,008,000	16.5
Sales to retailers	11,806,725,000	19.8
Sales to manufacturers' own retail branches	1,261,503,000	2.1
Sales to industrial and other large consumers	17,180,120,000	28.8
Sales to home consumers	1,016,850,000	1.7
m - 1 - 1 -	**** *** ***	4000
Total sales	*\$59,662,329,000	100.0

100.0	\$59,662,329,000	Total sales*
8.5	\$5,324,813,000	Sales made through manufacturers' agents, selling agents, brokers, and commission houses.
91.1		Sales made direct to branches, wholesalers, retailers, and

\*These sales represent 84.7 per cent of the total value of products reported by all manufacturing plants in the United States, including \$508,628,000 or 0.8 per cent of goods not manufactured by the plants reporting, but purchased and resold by them. The other 16.1 per cent of the total value of products reported covers the service industries (printing and publishing, engraving, etc.), and those industries for which od distribution of sales data were compiled. This 16.1 per cent also includes the value of contract work (labor performed on materials owned by others) and the value of goods transferred to other plants of the same company for further processing or fabrication.

Added interest is given these figures by a previous release which showed that 74,091 wholesalers have net sales of \$25,340,819,883 or 36.47 per cent of the total sales to

cent of net sales. The three major distributor classifications, therefore, accounted for 80.14 per cent of total net sales which were \$69,490,-771,331.

### Death of W. H. Mathews

W. Henry Mathews, for many years president of the Rochester Printing Company, publisher of the Rochester, N. Y., Democrat and Chronicle, died at that city on February 20 at the are of ninety-three. In 1870 he became publisher of the then newly consolidated papers and president of the company, which position he held until 1921.

### J. R. Snyder Returns to Gary "Post-Tribune"

J. Ralph Snyder, business manager of the Memohis Commercial-Appeal since June, 1931, has resigned to return to Gary, Ind., where he will resume his association with his brother, H. B. Snyder, as publisher of the Gary Post-Tribune. Feb. 25

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The Omaha World-Herald published in 1931

# NEARLY TWICE AS MUCH FOOD ADVERTISING

As did Omaha's second newspaper

Following is the amount of the food advertising printed in the two Omaha newspapers in 1931:

World-Herald . 1,283,184 lines Bee-News. . 670,743 lines

> Not including advertising in the American Weekly distributed with Hearst newspapers

Food advertisers placed two-thirds of all their Omaha advertising in The World-Herald to take advantage of The World-Herald's intensive circulation coverage.

During the four months ending January 31, 1932, The World-Herald's average daily paid circulation in Omaha equalled 97% of the number of the city's families; and over 80% was delivered to homes by carrier boys. The coverage:

# The World-Herald can do any advertising job in Omaha ALONE!

January Average Paid Circulation
Daily 119,022 Sunday 116,635

National representatives: O'Mara & Ormsbee, Inc.

# Cheers



# ON ANNOUNCEMENT Ofhe

# Rate Reduction we that The reping lead ping lead of the rection of

THE AMERICAN BOY rate reduction splendid move. Now national advertisers can continue with aggressive campaign during coming year instead of being forced to reduce the amount of their space to fit nineteen-thirty-two budgets. -M. B. Bates, Life Savers, Inc.

Welcome information. Aside from the saving in money to your advertisers, your action indicates that you are attempting to bring the policies of the magazine in line with current conditions. - W. B. Potter, Eastman Kodak Company.

Your reduction in rates step in right direction. Greatly appreciate your action. Publications in general should reduce rates to speed up advertising, which in turn would help to stimulate business .- S. E. Van Wie, R. B. Davis Company.

Feel your rate reduction is wise step. Believe it furnishes added reason for prominent position THE AMERICAN BOY occupies in its field .- Trueman F. Campbell, Cadillac Motor Car Company.

Accept Parker's appreciation your farsightedness by revision agratulation to continue to cultivate your exception in lent market.—The Parker Pen C is rate of The Stuart Peak

The news will be appreciated advertisers who are trying to ma ur new rate dollars go as far as possible rearty ap these days.—W. C. Sproull, Ba yout of d roughs Adding Machine Co.

In tune with the times. Believisy Manuf there must be a general reduction in advertising rates so that man efeel cerfacturers who have made drast and move reductions can advertise at costs and point as keeping with new low prices.—If tepting slig Ingersoll Waterbury Company.

Believe you have made a wise at others. Con

commendable move in reducin your rates and relaxing high-pre keeping value efforts to force circulation-Carleton B. Beckwith, The New Departure Manufacturing Co.

You are to be commended. We at Youth's of sure this action is appreciated by all magazine advertisers.—Earle Freeman, Kellogg Company.

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# E AUDIENCE

# The American Boy's

O have that THE AMERICAN BOY teeping pace with the times and ping lead the way for a better e relation. Hope others join in this movement.—Harlow P. berts, The Pepsodent Company.

revisi vertise agratulations on your construc-ir excellencion in adjusting circulation Pen Clarate of The American Boy. tuart Peabody, The Borden Co. ated

to ma ur new rate schedule meets with sible is hearty approval and shows the ll, Ba y out of depression by offering h outstanding value that adverers will be unable to resist .-Believisy Manufacturing Co.

ductio man e feel certain you are making drast and move from advertisers' costs adpoint as well as your own by cepting slight drop in circulation my, tead of resorting to forcing thods.—Homer M. Clark, Lever ise an others Company.

h-pre keeping with the order of the tion.-ne. We have always felt that

THE AMERICAN BOY was excellent value for the price asked, but at the new price we feel it is a steal .-H. J. C. Henderson, Fisher Body Corporation.

Marks a very definite step in the liquidation of unstable circulation increases. Your decision to act now instead of later is commendable. -F. R. Davis, General Electric Co.

Heartily in sympathy with any organization that attempts to put the hoarded dollar into circulation by tempting these dollars with greater THE AMERICAN values. rate reduction a real move to stimulate business .- Ottis Lucas. Studebaker Sales Corporation of America.

Campbell - Ewald Company their clients heartily commend THE AMERICAN BOY for bringing advertising costs to a basis more nearly in line with present economic conditions.—J. J. Hartigan, Campbell-Ewald Company.

Ve an A YOUTH'S COMPANION ' arle Marle TICA etroit

# Point-of-Sale Styling Puts Sales to New Peak

Blankets Styled to Consumers' "Orders" Make 1931 a Record Year for Blanket Manufacturer

# By Thomas J. Sheehe

Vice-President, Chatham Manufacturing Company

WE knew how to make blankets in 1929—from the manufacturer's point of view. But we had a feeling that for the times we then faced that was not enough. That was the viewpoint of yesterday, and yesterday with its easy-come-easy-go consumer's dollar was a thing of the past. To face today, you must turn your back on yesterday—and all the things that were yesterday's.

#### Turned Face Toward Consumer

We did that. We turned our back on manufacturing from the maker's point of view, and turned our face toward the consumer to learn how to make the kind of blankets the consumer would want to buy. After we had found, by designing and styling and getting actual consumer reactions, the kind of product the consumer wanted, we put behind it all the power of increased advertising, increased expenditures for sales promotion and a strengthened sales organization.

No matter what the times may be, results—if we assume that the product is right—are always directly proportionate to selling efforts.

If the manufacturer disarms sales resistance by making his product irresistibly appealing at the same time that it accurately fits the needs of the market, and if he pushes hard enough, his goods are bound to move. And the more and better he pushes, the more goods he can move.

Chatham Manufacturing has gone steadily ahead for the last seven or eight years by knowing how to make good blankets. But our sales progress was markedly accelerated in 1930 by deliberately locating and aiming at the bull'seve of consumer needs. In 1931,

we set a new high record in dollar sales, which means, of course, since prices were from 20 to 25 per cent below 1930 levels, that our sales in number of units were substantially larger. In fact, the actual number of blankets we sold in 1931 was several times greater than the total of only a few years ago.

The difference between making a product which, in a manner of speaking, is styled at the point of sale and making a product styled at the point of production, is fundamental. For research at the point of sale draws upon that fountain-head of demand—the consumer—for the ideas and preferences and caprices which determine what the product is to be, rather than upon the production staff which at best is only guessing when it attempts to go beyond good quality.

The effect is to make an organization sales-minded, not production-minded—and in these days that is a whale of a difference. The consumer is boss today, more than ever. That is why our mills no longer make just good blankets to be put before the consumer for final acceptance or rejection. We work the other way around; in effect, the consumer takes the initiative; gives "orders" specific as to color, size, weight and quality which our mills then proceed to fill.

#### Sales of Single Blankets Increased

For instance, through point of sale research, the consumer "ordered" all-wool single blankets in 1931. This "order" was developed by studies which showed us that more efficient heating and insulating in modern houses was making heavy, double blankets less desirable. The result was that we sold a greater percentage of all-wool

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single blankets in 1931 than ever

But for this definite knowledge our mills might have gone ahead producing double blankets to fill a demand which existed yesterday, but was non-existent today. Definite knowledge of what consumers wanted enabled Chatham to feature reversible, and solid color allwool single blankets in five grades, within a retail price range of \$5.95 to \$15.95. It enabled the company to he the first to offer such reversible blankets in the lower-end price brackets. We had what the consumer wanted, when the consumer wanted it at the prices consumers were able to pay-and that made a considerable difference in our sales and profits in 1931.

# Three Factors

What success the Chatham Manufacturing Company has had in rowing against the current of business is due, I would say, to three things: first, fitting the product to the consumer's wants; second, telling the consumer about the product through consistently increasing advertising; third—and this is not the least important—promoting sales right through to the consumer.

When we became definitely salesminded two years ago, we determined to get both retailer and consumer reactions before going into production on our various lines. We hired expert designers, and the many patterns and colors they suggested were submitted to more than 1,000 women, in addition to a group of style authorities. Women in stores, in offices and in homes were shown these colors and patterns and asked to select what appealed to them. The majority favored plain colors: so that was our "order."

But these colors were new and different, the sort of tints that would blend in well with color schemes in the home. The old blanket colors had been rose, blue, pink, lavender, green, gray and tan, to mention the standbys. The new colors were mahogany, a shade created for men's rooms and, incidentally, a remarkably fast seller,

turquoise and beige. For 1932 we have just introduced our new lines featuring such colors as peacock, fuchsia, harvest orange, redwood and Colonial blue.

This year we are pioneering with a new sort of reversible blanket which consumers have enthusiastically "ordered"—snow white on one side and a delicate color on the other. These blankets make such a strong appeal to a woman's sense of the beautiful that we feel certain, from what we have learned about consumers from first-hand observations right in the stores, that many women who do not actually need blankets will buy them because they are well-nigh irresistibly attractive.

This first-hand observation was not accidental. We have deliberately been putting more time on the problem of selling the consumer right in the stores, in the last year, than on selling our lines to the stores. Officers of this company, as well as salesmen, have gone into retail outlets, talked with salespeople and consumers, served the reactions of both these groups to our products, and learned just what goes on at the point of It is not unusual for a Chatham salesman to go into a store and spend an entire day there, absorbing the atmosphere of the place where the product must make good, getting the retailer's and the consumer's point of view. All impressions so gathered lend greater assurance to our styling and merchandising.

#### How Consumer Acceptance Has Been Built

Consumer acceptance of Chatham brand has been built up through effective advertising. steadily increased year by year. Full pages are run in a number of women's magazines. Hundreds of thousands of pieces of direct-mail material, printed in four colors, are supplied to dealers at cost, for circularizing their charge accounts. While dealers pay us the cost price of such broadsides, we supply them with 2 x 4-inch swatches of the blankets for enclosure with each mailing. As a result of such di-

# Capper's Farmer



# money for thi

APPER'S FARMER has been selling for nearly tisers w two years at double its former subscription price. And this present price is double that of any other national farm paper

except one. (And the rate on that one has dropped until it's so near half the present Capper's Farmer figure you'll need decimals to figure the difference.)

When this change was made more than a year ago we felt that the Capper's Farmer subscribers valued it highly-more highly (we liked to think) than any other national farm paper. Renewals at the new rate poured in as if no change had been made—and a gratifying number of new subscriptions came with them. And after all, the readers of any publication are the last court of appeal as to its value for them.

So it means a lot, the way those farmers have backed up their opinion of Capper's Farmer with hard coin from their personal pockets. Especially at a time when prices for so many things are sliding down to prewar levels.

There thing, i money importa Capper sage in highly

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# er Subscribers have for things they Want

There's plenty of significance here for you advertisers with things to sell to America's farmers. For one thing, it shows that the farmer can and will spend money for things he wants and needs. What's just as important, it shows that your advertising dollars in Capper's Farmer are getting a reading for your message in one national farm paper the farmers value more highly than any other.

There never was a year when it was so important as now to *know* your dollars are buying quality circulation and a dominating share of it at that. There never was a year when Capper's Farmer could do more for your money than now. You simply can't afford to overlook

this key to one of America's best markets—her farmers.

# appers farmer

ARTHUR CAPPER, Publisher Topeka, Kansas CIRCULATION 994,765

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en rerect-mail advertising, one New York store received more than 1,000 written orders in one week.

Direct-mail literature is also sent to the retail trade at frequent intervals. Leading business papers are consistently used to tell the news of the company's offerings and merchandising plans to retail buyers.

For instance, direct-mail pieces carried the story of a very successful special Christmas package to retailers last year. This special holiday offering was wrapped in double, moisture-proof Cellophane and packed in a large dust-proof box, so attractively designed as to catch and hold the eyes of shoppers, whether displayed in the window or on the retailer's shelves or This box and Cellocounters. phane wrapping were so successful that this year we are prepared to wrap and package any item, within certain price limits, of course, the retailer may wish to have so presented.

In order that our products and our retailers may reap every possible benefit from national advertising of the Chatham brand, we have consistently made every effort to tie-up all local advertising, window and counter displays with this major driving power. We have found that the effectiveness of both national advertising and point-of-sale advertising and promotion is greatly enhanced by what the motor car makers call "syncro-mesh." We time our efforts to work together.

# An Important Method of Sampling

I have mentioned swatches of blankets enclosed with direct-mail matter. This method of sampling for a product such as ours is very important, for it takes the "feel" of the nap right to the consumer. The dealer broadsides call attention to this sample, saying, "Feel the enclosed swatch! Isn't it beautifully soft? And its nap is so luxuriously deep! Each of the ten colors is as effectively delicate as the attached sample."

Last year it is probable that we set a new high record in the number of blanket swatches mailed to consumers, for Montgomery Ward & Co., alone, mailed approximately 6,000,000 of the 2 x 4-inch pieces. This firm promoted our blankets under the Chatham brand. With every copy of the Ward catalog that was mailed during the year there was enclosed a promotion letter, signed by the Ward president, to which was attached a blanket swatch. Naturally, this effort resulted in a tremendous amount of business.

Coming down to store promotion, I believe that these efforts, for the reason that they actually clinch sales to consumers, deserve a large proportion of the credit for our sales success. Store promotions were put on in every city of importance in the country in 1931. We went into these stores and showed them how they could promote blankets sales; we started them thinking in terms of unit profit rather than volume. In effect, we took over the blanket departments and showed the stores how to make them produce profits.

We confined these promotion efforts to only one store in a city; that is, we selected one store to work with, and confined the line promoted to that store during the life of the promotion. As part of this promotion we supplied window display material designed to tie-up with our national advertising and with the store's local advertising.

The most effective part of this co-operation with the dealer was our plan of store-wide blanket sales. In preparing for these events, a man from our sales organization would hold a meeting of the entire selling staff of the store at which he would tell them the whole story of our blankets and how best to sell them. Then a blanket and a set of swatches showing the various styles and weights and colors would be put in each department of the store, and during the sales drive everyone in the store would And that meant sell blankets. everyone, right down to the drivers of the delivery trucks. Delivery men carried swatches and when making deliveries of packages to customers they would show them at every opportunity-and they sold

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Feb. 25

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their share of blankets. Following the usual prize-contest methods, store salespeople were divided into groups, and commissions and prizes went to the various groups according to their scores in the con-

These intensive selling efforts right at the point of sale were very satisfactory from our point of view; and the better they turned out for the stores the better they were for us. Their success demonstrated to retailers, better than any amount of talking we might have done, that it was profitable to go the full way with us, stock our full line in its complete assortment, and take advantage of every aid to business which our co-operation might suggest. Many of the stores that co-operated wholeheartedly with us did the largest blanket business in 1931 that they had ever

It will likely be true in 1932, as it was last year, that this extra push at the point where the product meets the consumer will be the "priceless ingredient" in that powerful concoction which produces sales. And the product that is styled at the point of sale will be best fitted to win the strife at the point where sales are made.

#### H. L. Gage, Director, Mergenthaler Linotype

Harry L. Gage, director and vicepresident of B. Altman & Company, New York department store, has been elected a director of the Mergenthaler Linotype Company, Brooklyn, N. Y., succeeding Ogden L. Mills, resigned. Before his affiliation with Altman's, Mr. Gage was director of Linotype typography of the Mergenthaler company.

### W. B. McEachern Joins Northwest Paper

William B. McEachern, formerly with the W. A. Johns Paper Company, Chicago, and the International Paper Company, has joined the Chicago sales staff of The Northwest Paper Company, Cloquet, Minn.

## "Outlook" to Be Published Monthly

Beginning with the March issue, which will go on sale February 26, the Outlook, New York, will be published monthly, instead of weekly as heretofore.

### To Exhibit Newspaper Typography

A second exhibition of newspaper typography will be displayed in the Ayer Galleries, Philadelphia, beginning on April 25 and continuing until June. Each newspaper participating will submit a complete edition, dated March 4, for judgment on typography, including type and composition, make-up and presswork.

Members of the jury include Harry Chandler, president of the American Newspaper Publishers' Association and publisher of the Los Angeles Times; J. L. Frazier, editor of the Inland Printer, and Carl W. Ackerman, dean of the School of Journalism, Columbia University.

The Francis Wayland Ayer cup will be awarded to the newspaper deemed to have the highest typographical standards.

### E. S. Dunbar Heads Paper Makers Group

Edson S. Dunbar, advertising manager of the Crocker-McElwain Company and the Chemical Paper Manufacturing Company, Holyoke, Mass., has been elected president of the Paper Makers Advertising Club, an organization composed of twenty-two paper mills. He succeeds Cy Norton, of the Strathmore Paper Company. West Springfeld.

Advertising Club, an organization composed of twenty-two paper mills. He succeeds Cy Norton, of the Strathmore Paper Company, West Springfield.
William S. Fowler, of the Hampden Glazed Paper & Card Company, has been elected vice-president. Alexander Forbes, of the American Writing Paper Company, is secretary. Orin Summerville, of Knowlton Brothers, continues as treasurer.

## A. O. Price to Join New York "Herald Tribune"

Arthur O. Price, sales promotion manager of The Namm Store, Brooklyn, N. Y., has been appointed to the newly created position of sales promotion manager of the New York Herald Tribuse. He will assume his new duties early next month. Before becoming sales promotion manager of The Namm Store, Mr. Price was assistant to the general manager.

## Death of Roy Alden

Roy Alden, formerly head of Roy Alden & Associates, Los Angeles advertising agency, and advertising representative on the Pacific Coast of the Firestone Tire & Rubber Company, was killed in an automobile accident at Wellington, Ohio, on February 15. He was thirty-six years old.

#### Heads Color Photography, Inc.

Donald F. Prather, formerly vicepresident of Color Photography, Inc., New York and Chicago, has been appointed president of that company in charge of the New York studio.

# NEW ENGLAND'S BIGGEIU'S



BEST REGIONAL MARKET IN 1932



FREE MANUAL of latest MARKET DATA

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# EUYING POWER

# LEADS the U.S.A.

FOR BETTER NET PROFITS—concentrate a larger share of your 1932 advertising and selling effort where compact population has the best per capita record for BUYING-RESPONSE in 1931 and the most money to SPEND—NOW! Go after the New England Market, where purchasing-power is more stable than in any other regional market.

GET THE LATEST MARKET DATA! Get this free filingsize manual (see left). All its comparative tabulations are from latest national and New England market data collected by the New England Council. For any company, any type of product in these markets, here's authentic, up-to-date, important sales promotion information. Write for it.

NEW ENGLAND
DAILY NEWSPAPER ASSOCIATION
16 Norwich Street, Worcester, Mass.

SESFIRST IN NEW ENGLAND

# Drawing Accounts Prove Best for This Company After All

Peak Seasons Were Suffering Because the Men Could Not or Would Not Travel in the Off Periods

# By a Sales Manager

OUR company has eighty-seven salesmen on the road, the force having been cut from 104 as a result of closing certain unprofittable territories. These men have always operated on the basis of a drawing account against commissions. The amount of the drawing account varies with each individual, depending on the usual factors such as size of territory, distance from home, volume produced by territory, length of service with the company, earnings record, etc. The smallest drawing account has been \$35 and the largest \$150 a week. In all cases the salesmen pay their own traveling expenses.

Our business has suffered along with others, although we have fared quite well. Naturally, we have been thinking along lines of possible economies and last June, we decided to abolish all drawing accounts. We had no doubt at all that this move would bring about very noticeable economies, not the least of them being that we would no longer act as bankers for our salesmen. Of course, the salesmen objected. Some of them resigned. However, the majority, although they grumbled, decided to go along with us under the new arrangement.

#### Two Peaks a Year

In our industry, each year's business shows two distinct peaks, one in October and one in March. These peak months bring us a volume that runs from two to five times that for any of the remaining months of the year. For example, a salesman who turns in an average volume of \$2,400 a month for July, August and September, may report a volume of \$6,800 for October. Those figures bear an important relation to our later de-

cision to go back to the drawing account,

Our plan of no drawing accounts went into effect on July 1. Business for that month compared favorably with business for the previous year, everything considered. A favorable showing was also made in August. But the usual rise in September, which precedes the peak in October, was smaller than usual. And when we cast up accounts for October, we found that our peak month had flattened out considerably.

#### Where the Trouble Lay

It didn't take us long to discover the root of the trouble. In this business, salesmen take two kinds of orders-one for immediate shipment, and the other for shipment during the busy season, the latter being known as futures. Futures are naturally more difficult to sell than immediate shipment orders, inasmuch as merchants are loath to order ahead, particularly during these times. Consequently, in order to get these futures-these orders which go to make up our peak months-the salesmen have to do their hardest work during the slow months. In other words, during July, August and September they must be plugging away every minute at future shipment orders as well as immediate shipment orders: they must get in all the traveling they can possibly squeeze into the available time.

But these very months are the salesmen's low earning months. What happened was that the salesmen either did not have sufficient money, or were unwilling to gamble the money, during the off months to cover the necessary traveling expenses. They did enough traveling to obtain their quotas of immediate business, but

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With that experience staring us in the face, it didn't take us long to go back to the drawing account. On December 1, drawing accounts were restored, although we did go through the list and pare them down to levels which we felt were in tune with the times.

Our experience with straight commission selling convinced us of other things also. It convinced us that, in our case at least, a well-advertised, standard brand line will not be properly merchandised by salesmen who, because of the compensation system under which they operate, are interested in nothing but immediate orders. is scarcely possible to exert the degree of control over straight commission men; they feel they are on their own and they want to sell when, where and how they choose. An advertising campaign that is not supported completely and thoroughly by the sales force is likely to be so much wasted money and we have con-cluded that if we are going to make our advertising a profitable investment, we must have a sales force that will sell the way we want it to sell.

# Faults of Straight Commission Salesmen

Another thing we have learned is that the use of straight commission salesmen is likely to throw a business back into the very state of affairs that advertising was originally called upon to pull it out of. Straight commission salesmen have a tendency to operate as though each one was conducting his own little business. The house is business. merely a source of supply. straight commission salesman sells himself; he makes every effort to arrange matters so that he carries his accounts around in his pocket, so to speak. Under such conditions, the house becomes dependent upon the sales force. If a few salesmen leave, the house is likely to suffer a terrific loss. It was to get away from this sort of thing that many companies originally decided to use advertising. Those companies which go back to the straight commission system are likely to find that they are destroying years of advertising effort and investment.

Now that we are back on the drawing account against commission arrangement we are discovering an interesting situation. So many companies have switched to straight commission, and as a consequence, salesmen are doing so much less traveling, our salesmen report noticeably less competition on the road. In many towns the road is being left wide open for our salesmen to enter and they are taking advantage of the situation.

We feel that both in personal selling and in mass selling, timid manufacturers and those who are practicing false economy are leaving the road wide open for competition. With this in mind, we are satisfied that we have made a wise move in admitting our error and restoring drawing accounts. Furthermore, we start, within a month, the largest advertising campaign in our history.

#### Californians, Inc., Reduces Inquiry Cost

As direct fruits of its advertising, Californians, Inc., San Francisco, reports that it received 60,836 inquiries for vacation, industrial and general information from its 1931 advertising with a drop in the cost per inquiry. The report states that space was used in thirty-eight metropolitan newspapers, twenty-six national magazines and three major farm journals.

#### Appoint Milwaukee Agency Larry Quinn & Company, Milwaukee, manufacturers of fishing tackle specialties, have appointed Klau-Van Pietersom-Dunlap Associates, Inc., of that city, to direct their advertising account. Business papers and sporting magazines will be used.

Appoints Winthrop Agency
The Petropalm Corporation, New
York, Petropalm shampoo, has appointed
Winthrop & Company, advertising agency
of that city, to direct its advertising account. The Winthrop agency will also
institute separate campaigns for other
products of this company.

Advanced by Goodrich
W. E. Powell, formerly assistant sales
manager of the druggists' sundries division of the B. F. Goodrich Company,
has been appointed sales manager of
that division.

# A Statement of Policy by the Publisher of Pictorial Review

Gentlemen:

Last week I took occasion to write to all the Department Heads of Pictorial Review, and covered what I had to say in one memorandum, so that each would know what to expect from me and what I expected, not only from them, but from their associates.

T. Wylie Kinney, our advertising manager, felt the story outlined in this memorandum is the story that he would like me to tell to advertisers and advertising agencies, so all would be acquainted with what they may expect of Pictorial Review. The memorandum follows:

"EDITORIAL—This note must stress the point that the first obligation of a magazine publishing house is to constantly better the book. It means that we should use our editorial brains to develop a magazine women of all the stable classes must have. Constantly increasing newstandsales and voluntary subscription renewals are the gauge upon which the value of the book is recorded.

"We must remember that our only asset in the final analysis is the magazine we publish and no matter what depression may befall us, the last item of curtailment that we can consider is the curtailment of the quality of the magazine.

"CIRCULATION—No circulation is of value unless that circulation sells merchandise. With this in mind, I am depending on a better book to make easier our sales task. I am opposed to sales efforts costing more than the net received from the sale of the publication. I hope to bring about a condition that will remove for all time this condition. Then I believe we will be one of the few ten cent books which can make a boast of decreased subscription sales costs. Advertisers are fast tiring of the expensive subscription organizations maintained by magazines. The further we can get away from it the faster we can add to our advertising revenue.

"ADVERTISING—Pictorial Review has a sales picture which if properly presented stands out as of prime importance to all manufacturers having to appeal to women. It has been a forward looking book and one of editothe vie the cor has de ment o

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rial independence compatible with the viewpoint of the solid woman of the country upon whom this nation has depended for its stable development of the past.

"We are now dedicated to continue that influence to a broader field of all decent living, clear thinking and honestworkingwomenofournation.

"I never have had much sympathy for the new or old rich and what they typify. I have no sympathy with that Twentieth Century breed of racketeer whether he carry the gun of a run runner or wear the smart clothes of a gigolo.

That great middle class which is America's backbone, living in the small cities and towns and in the orderly residential sections of our Metropolitan districts, constitutes a foundation upon which we can build with safety. This group, however, covers a vast field of individual tastes.

"To sell the advertiser this field we

must have a book which will appeal to the young mother of Staten Island with the same degree as to the farmer's wife of Nebraska.

"PRINTING AND PAPER—Printing excelled by none of our competitors and paper comparable with that used by the other Women's Magazines is assured.

"DISTRIBUTION—Wholesalers throughout the nation are at a test with Pictorial Review. If they give us the displayand sales effort and we give them the magazine, sales will increase.

"We are going to continue our present subscription effort which has given us a subscription list second to none in quality. To this will be added other effort for even a higher grade of subscription—direct mail.

"ACCOUNTING—All activities of our accounting will be on a most conservative basis. In other words, we will not try to fool ourselves. As we make a profit we will have it."

I know of no better way to be frank with people who are investing large sums of money with us for their clients or for themselves than to acquaint them with what is going on inside of our organization, and to get from them their suggestions and comments.

I always want you to feel that we work on a basis where we think a word of criticism is worth a thousand of praise, because after all, we know we are good—as who doesn't—and we should be told where you feel we are not.

Very truly yours,

PICTORIAL REVIEW COMPANY

Publisher

# The Camera and the Car Card

A GLANCE down the aisle of a subway or street car will reveal that comparatively few car card advertisers are using photo-

graphs as illustrations. This is difficult to understand when one sees such excellent examples of cameramade pictures as these.







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But There Are Notable Exceptions, as in the General Motors Plan L. S. GILLHAM COMPANY, INC. SALT LAKE CITY, UTAH Editor of PRINTERS' INK:

Can you refer us to articles outlining experiences of wholesale baking companies with bonus or profit-sharing plans for their employees? One of our clients, a wholesale baking plant, is considering the practicability of some profit-sharing plan and is desirous of benefiting from the similar experience of other organizations in the United States. tions in the United States.

M. C. NELSON.

Profit-Sharing Not Always Good for the Employee

PRINTERS' INK has in the past expressed doubt about the advisability of general profit-sharing plans because of several outstanding facts.

First, the idea of an employee investing all his savings in the company in which he works violates one of the first principles of investment diversification. Second, the factory employee is asked to share in profits or losses over which he personally has no actual control. Very often the man in the plant wants to know just what he is going to get at the end of the week or the month, especially when his earnings under a profit-sharing plan may be seriously affected by the purchase of raw materials bought at a high price, or a multitude of management mistakes over which he has no control whatever.

#### Many Plans Working Out Well

Yet at the present moment a large number of companies is finding that their savings and profit plans for employees are working out satisfactorily.

Alfred P. Sloan, president of the General Motors Corporation, stated a few weeks ago that his company's savings and investment plan could be "made to answer completely the broadest conception of the responsibility of any industrial unit to its organization." He pointed out that the personnel of General Motors entered 1930, at the beginning of the present industrial depression, with a reserve of \$90,000,000 to tide over the emergency. During the two years' interval \$35,000,000 has been drawn out of this fund for the purpose of tiding over. This investment fund for employees was started in 1919. The savings and investment fund

of 1926, which has just matured, has resulted in the distribution of \$7,862,459 to 30,222 employees. This is only \$844,477 less than the amount distributed in 1931, while the number of participants was 50 per cent greater than in 1929.

A bibliography of articles which have appeared in the past in PRINT-ERS' INK on profit-sharing plans is available. In addition, the Industrial Relations Section of Princeton University, which has made an exhaustive study of profit-sharing plans offers not only a complete list of most plans now in use, but also advises manufacturers and wholesalers as to what sort of plans might best fit their particular needs.—[Ed. Printers' Ink.

# Enthusiasm "Ne Plus Ultra"

Believing that the public is somewhat irked at the predominancy of "sensational sales" and "extraordinary bargains" so evident today, J. Blach & Son, of Birmingham, Ala., recently decided to put a stop to all such effusions by presenting their own interpretation of a sensational their own interpretation of a sensational sale, which was, in effect, an enthusiasm to end all enthusiasms. The company declared a "Ballyhoo Day" to celebrate its purported "857th anniversary with a \$200,000 sale." Items offered for sale, according to the announcements, included "Narrow shirts," "Hinky-Dinky Freeman suits" and "high hats for low brows." brows,'

Page advertisements were used to carry the "booey" announcements and, according to officials of the store, the from a display of a more serious nature.

## Form Michigan State Electrotypers Association

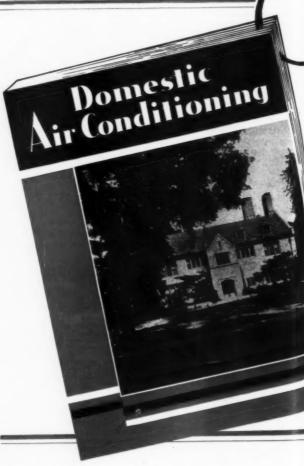
At a recent meeting in Detroit the Michigan State Electrotypers Association was organized and the following officers elected: President, Fred Gage, Battle Creek; vice-president, Harry Dodd, De-troit, and secretary-treasurer, D. L. Mc-Ilheny, Grand Rapids.

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PRINTERS' INK

Feb. 25, 1932

Coming



1932

# new publication for a new industry

DOMESTIC AIR CONDITIONING, the new publication for a new industry, a unit of Engineering Publications, Inc., Chicago, provides the industry for which it is named with a paper of its own. It will give undivided attention to all phases of air conditioning for the home and other domestic size installations. It will assemble from all fields into one reader group those dealers, contractors and engineers engaged in or interested in this work.

The current activities and future developments in domestic air conditioning present a definite need for such a publication. Established papers in existing fields, confined in their circulation to their definite trade groups, limited in their editorial policies to the interests of the majority in such groups cannot attract as readers those in this work beyond their particular fields, cannot editorially cover its many ramifications.

DOMESTIC AIR CONDITIONING, not so confined, not so limited, can do just these things—group into one market unit those to whom the manufacturer must look for economical distribution to the public, give them the varied merchandising and engineering information to aid them in their work.

DOMESTIC AIR CONDITIONING is to be published monthly. Back of it will be the experience and resources of Engineering Publications, Inc., publishers of Domestic Engineering, Heating, Piping and Air Conditioning and The Plambing & Heating Catalog.

ENGINEERING PUBLICATIONS, INC. 1900 Prairie Ave. Chicago, Ill.

# Inland Publishers Look to the Farmer's Income

Committee Will Study Ways and Means of Effecting Agricultural Stability

AS a fundamental approach to their job as newspaper publishers and sellers of advertising, members of the Inland Daily Press Association, meeting at Chicago last week, decided to see what they could do about getting a steady in-come for the farmer. This course come for the farmer. This course was suggested by Frederick E. Murphy, publisher of the Minne-apolis Tribune, who declared that it would be well at this time to get beyond the surface aspects of advertising, circulation and operating costs problems and "give serious thought to the underlying conditions which produce and condition the problems of newspaper publication.

The essence of that job is to make the country farm-minded, to bring home to the country that there can be no permanent prosperity which excludes the farmer -one-fourth of the population. That this job can be done and that it pays, Mr. Murphy pointed out, is shown in the success of a similar campaign which newspaper publishers and the agricultural press in the Northwest have been conducting during the last ten

A committee will study his suggestion and report to the May

#### Reduced Rate Question Bobs Up

The question of reduced advertising rates came up again but this time the issue was discussed largely in terms of retail, rather than general, rates. A paper by E. A. Tostevin, of the Mandan, N. D. Pioneer, set forth that "the barrage that came from the outposts of the national advertiser seems to have quieted down and in its stead the guns of the local advertiser have been trained on the publisher to batter down the breastwork of local rates." It was the apparent, though not directly expressed, intention of the publishers to maintain rate schedules in face of these demands on the thesis that the quality of the advertising service would be otherwise impaired.

A. O. Lindsay, president and director of sales of the Quincy, Ill., Herald-Whig, was elected president. Fred Schilplin, St. Cloud, Minn., Times - Journal, retiring president, was elected chairman of the board of directors.

C. R. Butler, Mankato, Minn., Free Press, is the new first vicepresident. T. O. Huckle, Cadillac, Mich., News, was re-elected secretary of the board of directors. Wil V. Tufford, Clinton, Iowa, continues as secretary-treasurer.

Vice-presidents representing the various States in the Inland territory were named as follows:

Colorado: Charles Hansen, Greeley Tribune - Republican; Illinois: Davis Merwin. Bloomington Pantagraph; Indiana: Walter S. Chambers, New Castle Courier-Times; Iowa: Walter Merriman, Fort Dodge Messenger; Kansas: John Redmond, Burlington Republican; Kentucky: Elliott C. Mitchell. Paducah Sun-Democrat; Michigan: E. J. McCall, Grand Haven Sun-Tribune; Minnesota: William F. Henry, Duluth Herald-Tribune: Colorado: Charles Hansen, Greeley

William
Tribune;
Missouri: F. W. Rucker, Independence Examiner; Montana: O. S. Warden, Great Falls Tribune; Nebraska: Frank D. Throop, Lincoln Star; New York: G. B. Williams, Geneva Times; North Dakota: M. M. Oppegard, Grand Forks Herald; Ohio: Gordon K. Bush, Athens Messenger; Oklahoma: J. H. Bixby, Muskogee Phoenia-Times-Democrat; South Dakota: Charles H. J. Mitchell, Huron Havonite: Utah: J. F. Fitzpatrick, Salt Lake City Tribune. Mitchell, Huron Huronite: Utah: Fitzpatrick, Salt Lake City Trand Wisconsin: Howard A. A. Quirt, Marshfield News.

H. B. Burgoyne, St. Catherines, Ontario, Standard, was re-elected vice-president for Canada.

Three new directors were elected for three-year terms. They are: John H. Huston, Ottumwa, Iowa, Courier; F. E. Milligan, Fort Scott, Kans.. Tribune-Monitor; and Linwood I. Noyes, Ironwood, Mich., Globe. Mr. Schilplin was elected to a one-year term.

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# How to Cut Dealer-Helps Waste Through Jobbers

Modern Wholesaler Will Distribute Material, but Objects to Having It Dumped on Him

## By H. E. Masback

Vice-President, Masback Hardware Company (Wholesaler)

WILL jobbers distribute dealer helps?

Of course they will. As a matter of fact, jobbers who do a sizable business distribute dealer

helps in volume.

But the fundamental fact must be faced that most wholesalers do not like to have this material dumped on them without its having keen requested and without even being notified that it is on the way. I have read articles in PRINTERS' INK MONTHLY which described the enormous waste in the distribution of dealer helps and I notice that, outstanding among the remedies suggested, is for the material to be sent out on request only.

This is of vital importance when a manufacturer deals directly with the retailer. It is even more important when a manufacturer works through a wholesaler. It is not possible to be too emphatic in advising manufacturers against the all too common practice of shipping "helps" to wholesalers unrequested. The chances of the material being used under these circumstances are almost nil.

#### Explain Your Helps to the Wholesaler

If the material is to be distributed through the wholesaler, first show him samples, explain why they were designed as they were, tell how they are to be used, and then get a specific order for a definite quantity to be delivered on a stated day. Never forget that most wholesalers deal with hundreds of manufacturers and that most of these manufacturers have dealer help material. If any considerable number of these producers were to send their "helps" in unrequested, the wholesaler would need a separate warehouse.

But more important than that is the factor of timeliness. Progressive wholesalers are continually developing special merchandising plans for their retailers. Dealer helps can usually be made a part of these plans, provided they are available when the plan is ready to break. The wholesaler doesn't want to carry the "helps" on hand for a half year or more, waiting for a merchandising plan to develop that will call for their use. He hasn't either the room or the inclination.

# The Jobbers' Attitude

Furthermore, if jobbers had their say about this entire matter of dealer help distribution, I'm pretty sure that most of them would declare: "Don't send the 'helps' to us at all. We'll help to push them. Our salesmen will direct the attention of the trade to them. We'll tell you which dealers want your 'helps' and what they want. But ship the material direct to the retailers and follow through from that point on."

That, in any event, is the policy we prefer. While we handle a certain amount of dealer helps at our office, we favor the plan of having the actual shipment of the "helps" made by the manufacturer direct

to the retailer.

To facilitate this sort of cooperation, we provide our salesmen with a dealer help request form. This blank provides space for the dealer's name and address and a list of the "helps" requested by the merchant. We then send a form letter to the manufacturers concerned and ask them to send the material requested to the dealers named.

From the manufacturer's point of view, there are some decided advantages to this plan. First and

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Feb. 25,

foremost, it is remarkably effective in reducing waste in the distribution of dealer helps. Almost equally important is the fact that the plan puts the manufacturer who sells through jobbers in direct contact with his more desirable dealers. That is an advantage that ought to register with a great

many manufacturers.

Once having made this initial contact, it is up to the manufacturer to make the most of it. He can follow up the retailer to determine whether the "helps" have been received, whether they have been used, and whether a new supply is wanted from time to time. Also, there is nothing to prevent him from so contacting the dealer as to lead the merchant to want to handle more of his line. This demand, transmitted to the jobber, may be the means of inducing the jobber to stock additional items in

#### A Dealer Help Suggestion

the manufacturer's lines.

A suggestion which should be of particular value to manufacturers who have just introduced their line to a wholesaler, is that when they send along their inserts for use in the wholesale salesman's price book, they might include, somewhere in the insert, a description of the dealer helps that are available. Thus, the wholesale salesman has a continual reminder of the dealer helps and, in addition, does not have to depend upon his memory when he is asked what sort of "helps" any specific manufacturer is prepared to offer.

It is important, from the manufacturer's point of view, to see to it that the wholesaler's buyers are furnished with samples of available dealer helps. Wholesale buyers are also, in a sense, sales executives. It is up to them to present their lines to the wholesale salesmen attractively and convincingly. Most of them will gladly include a reference to dealer helps in their talks with the wholesale sales force, since they know that this material constitutes an extra selling point.

We make it a practice, in our

own organization, to have a special dealer help display some three or four times a year. On these occasions, we exhibit to our salesmen all the worth-while dealer helps on which we can put our hands and tell them why we think they are of value and how they are to be used.

The problems and preferences of the wholesaler, with regard to this matter of dealer help distribution, are vastly better comprehended and acted upon by manufacturers now than was true some years ago. However, even an observer suffering with a severe case of astigmatism would have no difficulty, even today, in finding unmistakable evidences of dealer help wastage in a great many jobbing houses.

No doubt a certain amount of this waste is due to inefficiency in jobbing organizations. But vastly more is the direct result of the manufacturer's failure to make the most advantageous use of the wholesaler's facilities.

# Acquires Mobile "Register" and "News Item"

The Mobile, Ala., Press has purchased the Mobile Register and News Item. The Register will be continued as a morning newspaper and the News Item will be merged with the Press as an afternoon newspaper. A combined Sunday edition will be issued

Item will be merged with the Press as an afternoon newspaper. A combined Sunday edition will be issued.

R. B. Chandler, publisher of the Press, will serve as publisher of the two papers. Frederick I. Thompson, formerly publisher of the Register and Neus Item, has retired. Henry P. Ewald will be executive editor of the two papers. Maurice Lackey will be business manager.

### C. A. Tucker with Crown Ribbon

Charles A. Tucker, for the last five years office manager and advertising production manager of the Hickey-Freeman Company, Rochester, N. Y., has been appointed general sales manager of the Crown Ribbon & Carbon Manufacturing Company, of that city.

# Chase Candy Elects

Charles C. Chase, formerly vice-president and general manager of the Chase Candy Company, St. Joseph, Mo., has been made president of that company, succeeding E. E. Chase, who has been made chairman of the board. Richard Costello is vice-president in charge of sales and Robert Bridwell is secretary-treasurer.

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# Who Is SCHWAB & BEATTY, Inc.?

SOON after our advertisement announcing a 17% increase in business for 1931 appeared in one of the January issues of Printers' Ink, several disconcerting inquiries came in. "Who is Schwab & Beatty, Inc." Never heard of them!"—said this correspondence. It pulled us up quite short to realize (like many another advertiser) that we weren't really as well known as we fondly imagined we were. There was a little compensation, however, in the fact that one inquirer seemed to feel that he really ought to know more about any firm who could squeeze 17% more juice out of the 1931 business orange.

If you're interested, here the a few facts about use

MOST agency men readily answer the question "Why should we advertise?"

The same question, applied to their own business, is very ably answered by Schwab & Beatty.

Reputation is made by unusual advertising service. But by word of mouth alone it doesn't spread fast, far and wide, any more than does the reputation of a good product unadvertised.

Through Printers' Ink concentrate on the men who count in the very kind of concerns where any agency would like to be well thought of. The cost is low, the effect great.

SULIWAD and DEATER, INC.

The TESTED COPY PLAN in Advertising

386 Fourth Avenue New York City

Member A. A. A. A.

# The Case for the Laundries

Retaliation Threatened if Manufacturers of Washing Machines Do Not Change Their Selling Arguments

> LAUNDRY AGE New York

Editor of PRINTERS' INK:

In reading the article "Now Let's Sell the Public a Real Idea, PRINTERS' INK for February 11, I wondered if a good slogan for the washing machine manufacturers in their drive to "sell the idea of washing in the home" wouldn't be that old line of verse beginning "Backward, Turn Backward, O, Time in Your Flight."

To sell women who have become accustomed to city conveniences the idea that it is efficient, fashionable or economical to do their own washing at home would be a reversion not unlike that involved in inducing them that they should go back to baking their own bread and making their dresses and knitting their stockings at home. The tendency is all the other way, just as in industry and the professions-toward specialization. Our grandmothers would have astounded at the thought of buying cakes from a bakery, and now women wouldn't do anything else.

At any rate, knowing your paper to be impartial, I take it that you will be equally interested in the viewpoint of the commercial laun-

dries.

The article states that the washer sales strategy changed with the coming of the depression, and that now, instead of selling machines to women who have been doing their washing over a board, the dealers are selling them to women who have been sending their washing out to commercial laundries or to laundresses. The old appeal was convenience; now it is economy.

The original appeal was soundat least from the standpoint of the seller. And to the buyer in small towns and rural districts where laundry service was not available it offered the best solution of the washing problem. To the city dweller it offered a very slender

economy in return for a considerable investment. But the new sales argument is unsound and logically

insupportable.

Their inability to convince with such a weak argument has resulted in the washer salesmen turning to other means to win their prospects -to negative appeals. The organized power laundry industry has protested during the last year vigorously to the American Washing Machine Manufacturers Association regarding a mass of reports that repeated representations have been made by these salesmen regarding the alleged unsanitary conditions in power laundries and even imputing to them the spread of malignant diseases. In this respect the commercial laundries are in an unimpeachable position. They constitute one of the most standardized of the manufacturing industries, and the first standard is sanitation.

Heretofore the power laundry industry has done its selling by talking its own service. It has long been known that the home washer industry is extremely vulnerable to attack on the issue of safety, but no use has been made of that weapon. Now, however, it appears that to repel unfair competition it may be necessary to begin reminding the public that electric washers and wringers constitute a serious hazard in the home, for adults as

well as children.

In the light of these considerations, wouldn't it be better for the home washer manufacturers to get out the old whetstone and sharpen the dulled edge of their labor-saving argument?

> FRED DE ARMOND. Associate Editor.

#### Claude Schaffner Starts Own Business

Claude Schaffner, formerly manager of the Wilson H. Lee Advertising Agency, New Haven, Conn., has started his own advertising business at that city under his own name. Offices are in the Powell Building.

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# Old Guide Posts for New Roads

Three Business Principles That Are as Good Today as They Were Yesterday

# By Wilfred W. Fry

President, N. W. Ayer & Son, Inc.

YOU will recognize the three commercial "guide posts" which I shall mention; in fact, they are moss-grown, but in my judgment are as essential to success today as they have been across the years.

The first "old guide post for the new road" which I would mention

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I have not chosen the adjective hastily, for "worthy" to my mind presupposes inherent worth, as well as connoting public acceptance of the product. By it I mean a product which will stand up and give a square deal to all who have to deal with it, full value for the price asked.

A worthy product is the fruit of infinite capacity for taking pains. Taking pains to sense public needs, fancies or even whims, taking pains to insure unfailing maintenance of quality, taking pains to improve the product by application of new discoveries, in contents, packaging or adaptation of uses, taking pains to discover economies in production and improved methods of manufacture which may reflect themselves in attractive prices to the consumer, taking pains to be certain that the name the product bears connotes honesty, fair-dealing, and full value for the price asked.

The second "old guide post" is likewise very familiar. Without this guide post the worthiest products can avail little. I refer to—adequate distribution.

# Defining Adequate Distribution

By adequate distribution I mean placing the product where it is easily obtainable by the largest number of possible consumers.

I am very sure that a worthy product, adequately distributed, should insure to manufacturers, jobbers, retailers and salesmen, each and all, a fair consideration and return for their part in bringing it to Mr. and Mrs. Ultimate Consumer. This, it appears to me, is the best guarantee of worthiness of product and the service it will perform for the consumer, and also presupposes the kind of distributors every manufacturer is seeking.

In my judgment, not more theory, but more sound practice, is needed in solving distribution problems of our time. There must be clearer recognition of the fundamental importance of each necessary step, and such procedure as will cultivate and enhance good-will on the part of every participant in the sale, from provider of raw material to satisfied customer.

The third "old guide post for the new road" which I would mention

is-sound advertising.

Advertising, so-called, marked by exaggerated claims, purchased testimonials, and palpable absurdities, set forth as facts, is bound to discredit, in a measure, sound, constructive and truthful advertising procedure. I have viewed this with concern, but not with alarm, for sincerity is ever more potent than insincerity.

The goods advertised must be right, and satisfy human needs and desire. They must be placed where those who are intended to use them may procure them easily. The advertising, to be truly successful, must be sound; its sincerity must be evident; there must be the ring of truth in the written word, the reasonable statement, the actual description.

Guided by these principles, and granted the will to win, the willingness to work, and some measure of the courageous faith of our forefathers. I do not fear the new road.

<sup>(</sup>Portion of an address before the Wharton Alumni Institute of Business at the University of Pennsylvania.)

# billion dollars

TWENTY-SEVEN billion dollars — not the cost of the World War; not the total of the reparations bill. It's simply this country's marketing bill.

Yes, sir: 27 billion dollars is what we spend in one year to get goods from producer to consumer. It gobbles up one-third of our national income.

L. D. H. Weld, director of research of McCann-Erickson, Inc., who has a penchant for uncorking and interpreting amazing statistics, recently analyzed our national cost of marketing. Billion Dollar Marketing Bill," an article he wrote for the March issue of PRINTERS' INK MONTHLY, presents his findings and his conclusions. An article that should be read by everybody in marketing.

Mr. Weld's contribution is one of twentyfive handsomely illustrated articles in the March MONTHLY. Others are:

We Took the Long Way to Market, by W. W. COPE, general sales manager, The KitchenAid Manufacturing Company. Instead of entering the low-priced market, this company decided to sell a \$120 product against \$10 competition. The "why" of this decision should be significant to any manufacturer faced with price competition-and who isn't?

... But What Can We Do in a Two-Inch Space? The answer is-you'd be surprised! A surprisingly large number of advertisers are making one, two and three-inch space a profitable investment. C. B. LARRABEE tells how.

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- The Whistle Blows. The country has been organized on a wartime basis to put a million men back to work. This article gives an intimate picture of what is going on behind the scenes of this gigantic movement. [Roy Dickinson, vice-president and associate editor of PRINTERS' INK, is one of the originators of the plan, and a leader in its development.]
- This Payment Plan Puts Fight in Salesmen, by H. A. PORTER, vice-president in charge of sales, Harris-Seybold-Potter Company. This unusual compensation system has the merit of working successfully—the company is making and exceeding its full sales quota.
- Radio Contest Blues, by MONTE W. SOHN, vice-president, Picard-Sohn, Inc. The cumulative trouble that stalks the radio contest is as amazing as it is various. The unforeseen expenses are often staggering. The nuisances are legion. Radio listeners as well as radio advertisers, will learn a thing or two from this splendidly written story.
- Our Customers Suggested Our Sales Talk, by Howard T. Bain, sales promotion department, Johns-Manville Corp. This company's brake lining salesmen are using a new and entirely different type of sales portfolio. It is the most elaborate effort of this kind attempted by Johns-Manville.

Each article is strikingly illustrated; the layouts are out of the ordinary and are in sparkling variety. There are ideas in the illustrations and ideas in the text.

And some other titles in this same issue are:

How We Would Design Your Carton . . . Helping Salesmen to Dig for Sales . . . Lifting Advertising Out of the Fad Rut . . . Where Will the Private Brands Stop? . . . Humorous Letters That Fight Price Rivalry . . . Desperate Selling.

Read the March issue of

PRINTERS' INK MONTHLY

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# This Instruction Book Teaches by Telling a Story

The Vacuum Oil Company Spins a Yarn as Part of an Educational Program for Station "Help"

E DUCATIONAL literature is used in a variety of forms by large organizations. One company will issue a booklet of rules, helpful information, etc., for its office help, another company for factory workers, a chain organization for the men in back of the counter, another for a sales force. and so on.

In every instance, those who prepare this literature, make every effort to avoid the schoolroom's text book style. An interesting solution to this problem of handing out educational doses in palatable form has been developed by the Vacuum Oil

Company, Inc.

For the employees of the hundreds of stations distributing Vacuum products, the company has just published a book of some eighty pages. It bears the interesting title: "So That's How It's Done. . . ." Note that title well, for it sets the keynote for the entire book. It doesn't read: "Instruction Manual," or "How to Service Cars," or anything else that would indicate that employees are going to be told how to do this, that or the other thing. Instead, it gives the impression that a story is to be told and it is not misleading in that respect, for the book actually is written in story form.

The foreword carries out the spirit of the title. It says:

"Most men who have risen to importance in service station operation, or who have built their own businesses successfully, have served their time as apprentices.

"Most men, too-when they think back a bit-can recall the helping hand of a more experienced 'old

timer.'

"I am the 'Bill' of the story that follows. Every incident in this story represents a true experience. For obvious reasons, I cannot give you my real name. But Vacuum Oil Company, Inc., has made it possible to share with you this

slice out of my own experience. "I do so - gladly - because by writing this book I feel I am repaying in part the great debt I owe to the 'Tom' of this story."



Almost Half of Every Page Is a Photograph

Then the story begins. Bill writes it in the third person, but there is a first person flavor throughout. The action starts with a day late in September. An ancient Ford roadster pulls up in front of Ridge Park Service Station No. 1 and the driver climbs out. Then the following conversation ensues:

"Hello, Bill," said the station man-ager. "How's that factory job panning out?"

"Not too well, Tom," said his friend.
"That's why I came over here. The py
was good while it lasted, but they're
shutting down tomorrow. I wondered if
you could fix me up with a job at one
of your company's stations."
"Well," replied Tom, "I could try.
Had any experience?"
"No." "Not too well, Tom," said his friend.

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"Know anything about the job?"
"What's there to know?" asked Bill,
"I've been to plenty of stations to buy
gas and oil and it always seemed simple
enough."
"Oh, you thought there was nothing
to it, did you?" said Tom sarcastically.
"Inst what is your idea of this job?"
"Why, when a customer comes in you
just ask him bow many gallons he
wants and pump it in. Then you tell
him how much it is, and ask him if his
oil is all right. If it isn't he'll tell you
to sheek it and if it needs any you
jut in a quart."
"Oh, yeah?" said Tom. "So that's
how you think it's done! Bill, if you
told that to my boss you'd have as much
chance of getting a job here as the well
known 'snowball."

Tom then shows Bill the ropes, with Bill, of course, interjecting comments to avoid the conversation from becoming too one-sided. Point after point of service station operation is thus taken up and complete instructions are given for correct procedure. The conversational, story-telling style gets the multitude of rules across just as clearly -perhaps more clearly-as the ordinary method would. At the same time, absorbing the information becomes a painless process. reader isn't studying-he is simply reading a fascinating story.

What is more, the book is handsomely illustrated. Almost half of every page in the book is given over to a specially posed photograph which graphically pictures the point brought out in the text on that page.

As one goes through the book, one is bound to be impressed with the clever way in which this style of treatment gets across a list of rules and regulations a yard long.

For example, rule number 87 in a book of this kind might be: "Service station operators will not park their cars on station grounds." the Vacuum Oil book this point is made as follows:

"The next morning Tom was already at the station when Bill drove into the driveway and prepared to park his Ford behind the

stationhouse.

"'Hey, nix.' called out Tom. 'You'll have to take that thing up the block and park it behind the movie house. These driveways are for customers only. You'll see why when we get going'."

In this fashion, with conversation that has a true ring, with photographs that clearly portray typical service station scenes, and with a thin thread of plot running through the book, the Vacuum Oil Company puts over management's message to the men who are out in the field.

# What Groucho Says

What Are a Few Adjectives Between Friends?

HAT Kane guy is some client. Say, that chap comes pretty knowing what he wants. Wanted to see a piece of copy on his new golf ball. Eagles got young Adams to write it. Poor Adams hadn't had a writing assignment. Here was his big for a week. chance and the lad sure did hop

"New client," sez Adams to himself, "must be nice to him. Must crack up his stuff and show how we appreciate his coming to us."

That was Adams' dope. Earnest and willing, by heck. He did the stuff. Kane came in. We let him read it.

All our eyes on Mr. Client, watching his face. Would he smile

and act pleased, would he scowl and shake his head? Four of us, each looking at his Master's Face and listening for his Master's Voice. How'd he take it! Say, son, you've been there yourself, haven't you? Well the foxy son of a gun fooled us. He read it with a poker face, because out of the corner of his eye he saw us watching his mug. Sounds kinda silly, but that's the way we always do when we submit anything to deity in shape of a client. We pray to him with wistful looks.

He read the stuff and then read it again. Then he said "ahem." Then he read it again, and blew his nose. Sez I to myself "he won't say a word till Adams begins to wiggle." Well, Adams began to jitter a bit and Kane sez, "This paragraph is blamed good," and he reads:

"At last in this new, improved, and really beautiful golf ball with its unique and extremely attractive new style marking we can help completely to eliminate slicing and the effect of the wind. Wouldn't vou. Mr. Ambitious Golfer like

Then, sez he: "I like that, if you wouldn't mind changing a word or

Adams grins and gushes and sez: "Surely, Mr. Kane, what words shall we change?"

Kane replies: "I'd leave the paragraph exactly as it is except I'd leave out the words 'at last'-yes, and then I'd leave out 'new, improved, and, really, beautiful, unique, and, extremely, attractive, yes I'd do that and I'd change 'completely' to 'somewhat.' Then we'd have a paragraph I'd like. Oh yes, I'd cut out 'Mr. Ambitious Golfer,' too.

Adams wilted, Eagles giggled and I had the sense to say: "After all, that's a slight change, just cutting off a few superfluous ad-

"Right," sez Kane. "The paragraph is really good. Of course you people know how to write ads better'n I do." (I wonder why they always say that when they're ripping copy up the back.)

Still Adams was heart busted. And Kane sez: "Read the paragraph with those words cut out." We did and that's the way the copy is gonna run.

Sez I: "Mr. Kane, how'd you get that way?"

Sez he: "I have been reading ads, a lotta ads, they seem to me like a competition of adjectives in which nobody wins. Seems to me if we cut 'em out we'll be rather noticeable for the simple way we tell the truth. Adams, you're a good writer. Why not splatter adjectives for the feller who likes 'em and leave 'em out for me!"

He pats Adams on the back and Adams looked as if he would lick

Kane's boots.

GROUCHO.

# "Try the Drug Store First"

WHITE & WYCKOFF MANUFACTURING Co. HOLYOKE, MASS.

Editor of PRINTERS, INK:
Can you tell us, please, who originated the phrase "Try the Drug Store First"?
Would it be all right for a wholesaler to use it in his advertising—a wholesaler of drugs and sundries?

A. H. SAMPSON, Director of Sales Promotion.

HE slogan "Try the Drug Store First" has been featured and promoted by Johnson & Johnson, as part of the company's plan to promote the good-will of the druggist with the public. It has been used alone and in connection with "Your Druggist Is More Than a Merchant."

The National Association of Retail Druggists and other associations of druggists have endorsed the use of "Try the Drug Store First."

J. S. Johnson, advertising man-ager of Johnson & Johnson tells PRINTERS' INK that "We would not encourage the use of these slogans by any other manufacturer, but are always ready to cooperate with the retail and wholesale trade in promoting good-will for the druggist."—[Ed. PRINT-ERS' INK.

# Death of W. Y. Morgan

William Yost Morgan, publisher of the Hutchinson, Kan., News and Herald, died last week at that city. He was sixty-five years old. He began his career as a publisher shortly after his gradua-tion from the University of Kansas, when he purchased the Strong City Republican.

Four years later be acquired the Emporia Gasette, which he sold in 1895 to William Allen White, purchasing, at the same time, the Hutchinson News. In 1924 he acquired the opposition daily in Hutchinson and, naming it the Herald, continued to publish it separately along with the News.

#### Appoints Botsford-Constantine & Gardner

The San Francisco office of Botsford-Constantine & Gardner has been ap-Constantine a Gardner has been ap-pointed to direct the advertising for the Pacific Coast division of the Philadel-phia Storage Battery Company, manu-facturer of Phileo radios. inated lirst"? aler to aler of

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The
BUTTERICK PUBLISHING
COMPANY

Announces that

ARTHUR W. RAMSDELL

formerly of

BATTEN, BARTON, DURSTINE & OSBORN, INC.

has joined

The Advertising Department

of

DELINEATOR

in charge of

RESEARCH & MARKETING

#### Washing Machine Group Elects

E. N. Hurley, Jr., president of the Hurley Machine Company, Chicago, was elected president of the American Washreceived president of the American wasning Machine Manufacturers Association for the third time at the annual convention at Chicago last week. A. H. Peters, I. N. Merritt and M. R. Scott were elected vice-presidents. William H. Voss was elected treasurer.

## Appoints Kelly, Nason & Roosevelt

J. B. Sheppard & Sons, Inc., Philadelphia, maker of linen and upholstery, has appointed Kelly, Nason & Roosevelt, Inc., New York, to direct its advertising account. Newspaper, magazine, outdoor and direct-mail advertising will be used.

## Joins "Delineator"

Arthur W. Ramsdell, formerly with Batten, Barton, Durstine & Osborn, Inc., has joined the advertising department of Delineator, New York, where be will be in charge of research and marketing.

## With Seattle Agency

J. Allen Mades, at one time with the Strang & Prosser Advertising Agency, Seattle, has joined the R. E. Morgan Advertising Agency, of that city.

#### New Mickelberry Sausage Product for Pacific Coast

The Mickelberry family, which for forty years made and marketed pork sausages in the South and Middle West, has established new sausage kitchens in Los Angeles to market Mickelberry Los Angeles to market Mickelberry Sausage Patties on the Pacific Coast Sausage Patties on the Pacific Coast. Three years ago, according to a full-page newspaper advertisement in three colors which is starting a Southern California campaign on the new product, Mother Mickelberry and her sons decided to retire. Moving to Southern California to enjoy the fruits of their success, they saw a field for a quality sausage product on the Pacific Coast which rekindled old enthusiasm and finally persuaded them to establish sausage kitchens in Los Angeles.

The Scholts Advertising Service, Los Angeles, directs the advertising of the

Angeles, directs the advertising of the

## New Publication Appoints

New Jersey Farm and Garden, Sea Isle City, N. J., a new monthly, has appointed Parsons & Dempers, publishers' representative, Chicago, as its representative in the Mid-Western territory.

## Appoints Parish-Burnham

John H. Wells, Inc., New York, naval architect and yacht broker, has appointed Parish-Burnham, of that city, to direct its advertising account.

## YORK

-the Third City in Pennsylvania in diversified industry-produces paper, ice machinery, safes, candy, farm machinery, water-wheels, silk cloth, tacks, furniture, chains, tractors, steam engines, sawmills, chemicals, mill machinery, silk ribbon, automobile bumpers, and fenders, automobile and truck bodies, trucks, wall-paper, roofingpaper, wire cloth, pianos, clothing, cement, false teeth, etc.-AND IS AN ACTIVE TWELVE-MONTH MARKET.

## THE YORK DISPATCH

EVERY EVENING DELIVERS AS MANY PAPERS BY CARRIER BOY IN YORK AS THERE ARE HOMES-THE SUBURBAN AND TROLLEY TOWNS ARE ALSO THOROUGHLY COVERED COMPLETELY BY CARRIER BOY.

REYNOLDS-FITZGERALD, INC., National Representatives

2 West 45th St., New York 1524 Chestnut St., Philadelphia 203 N. Wabash Ave., Chicago 117 W. 9th St., Los Angeles

58 Sutter St., San Francisco

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Feder L. H. Littl 1932

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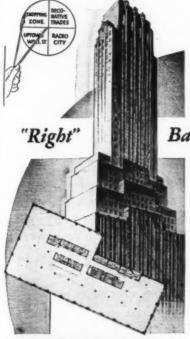
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## THE FOCAL POINT OF THE New NEW YORK





Here is the Background for an Advertising Agency . . .

FOR "444 Madison at 49" I is the focal point of the NEW New York — the common meeting point of the four fields of greatest prestige-building, businesscreating opportunity . . !

- 1. America's richest shopping zone
- 2. Decorative trade center . . . .
- 3. Uptown financial center . . . .
- 4. World's radio and hotel center .

Here, at this vantage point, in a building unusually well designed for agency pur-poses - where clients and prospective clients may be received, entertained and served under the most impressive, the most favorable circumstances-is the right location for an agency.

> . . "A General Realty Building"

MADISON at 49
CROSS & BROWN COMPANY, Agent

270 Madison Avenue · CAledonia 5-7000

## PRINTERS' INK

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING Co., INC. Publishers.

OFFICE: 185 MADISON AVERUE, NEW YORK CITY, TELEPHONE: AShland 4-6500, President, J. I. ROMER; Vice-President, ROY DICKINSON; Vice-President, DOUGLAS TAYLOR; Secretary, R. W. LAWRENCE; Treasurer, DAVID MARCUS.

Chicago Office: 6 North Michigan Avenue, Gove Compton, Manager. Atlanta Office: 87 Walton Street

Atlanta Office: 87 Walton Street GEO. M. KOHN, Manager. St. Louis Office: 915 Olive Street

St. Louis Office: 915 Olive Street. A. D. McKinney, Manager. Pacific Coast: M. C. Mogensen, Manager. San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Canada \$4 plus duty \$2.60 a year. Foreign \$5 a year. Advertising rates: Page, \$135; hall page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

JOHN IRVING ROMER, Editor G. A. NICHOLS, Managing Editor ROY DICKINSON, Associate Editor C. B. LARRABEE, Associate Editor BERNAED A. GRIMES, News Editor

E. B. Weiss Andrew M. Howe
H. W. Marks
J. G. Donley
Don Masson

Chicago: P. H. Erbes, Jr. London: McDonough Russell

NEW YORK, FEBRUARY 25, 1932

## Rich Friends Iron master Charles M. Schwab has just

celebrated his seventieth birthday. He held "open house" in his office that day and was "Charlie" to all who called to offer congratulations

and shake his hand.

Mr. Schwab told newspaper men about a surprise birthday present. When he came out to the curb that morning to enter his car, there was a luxurious new limousine. Inside was a note explaining that it was a gift from Mr. Grace "and the boys."

"It's nice to have rich friends," said Mr. Schwab. And then he made a jesting remark which seems to hit off a mistaken notion that has got into many heads. "I needed a new car," he said, "but in these times of depression I didn't think I ought to buy one."

Many people with ample means to buy new cars, new houses, new furniture or new fur coats are apparently constrained to postpone their purchasing by the thought that anything smacking of splurging would be unseemly in times when so many lack bare necessities. Isn't this rather reprehensible delicacy? If a man has contributed his bit to relief funds, why should he hesitate to contribute all he can to business recovery by buying as much as he can afford of the things he wants?

This doing without is getting to be a costly fad—so much so that there would seem to be some special virtue right now in such a good old-fashioned flaunting of riches as would turn factory wheels and give employment to idle hands. To say nothing about the force

of a good example.

George W. John-Study the son, president of Customer the Endicott-Johnson Corporation, modestly admits in a letter to PRINTERS' INK that "all things considered, we had a very good year." He was referring, of course, to the satisfactory record made by his shoe manufacturing company during 1931 and expressed the wish that he could tell us something about accomplishment which might regard as sufficiently interesting to print.

During the year, it seems, Mr. Johnson and his associates made some important changes in management and operation which eliminated superfluous overhead and brought about increased efficiency in production and distribution. This naturally helped; elimination of waste is always a hugely desirable thing in all kinds of times, although it is not so often attempted when business is good.

But these things are more or less incidental. Cutting down on unnecessary expenses and plugging up leaks will enable a company to save money but not necessarily to make money.

The big thing the company did, therefore, as expressed in Mr. Johnson's words, was to "take more than common interest in finding out what the American consumer wished to wear for shoes and in devoting more than ever of

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Management cannot ignore competition. It can go out of its way,

our time and ability to find ways of making better shoes."

All of which impresses us as being wise and sensible merchan-Manufacturers may have suffered declines in business but they still have a buying public if they only realize it. People are now shopping more than they ever did and have a keener interest in what things cost. They study advertisements and are willing to go from store to store to compare prices and values.

Endicott-Johnson is studying the customer to know what is wanted in the way of quality and value. With all due respect to efficiency engineers and the like, we believe this is relatively more important than cutting down the mechanical cost of production. Not theoretically sound economics, perhaps. But why split hairs about economics when sales are at stake?

S. Einstein, con-Sacrificed troller of G. Fox **Profits** & Company, of Hartford, Conn., minces no words in condemning the fallacy of competitive-minded management. says it has ruled with disastrous results where it has usurped decisions which cost-minded management should control.

Manufacturers as well as department stores can take to heart some of the practices he censured in reviewing conditions before the meeting at New York recently of the National Retail Dry Goods Association. First he made the point that a competitive struggle isn't always entered into because of necessity. Shortsighted policy may find one goaded into a death struggle for volume as much by vanity and pride as by blind faith that, somehow, everything will come out all right.

It is folly to sacrifice sound business fundamentals at the altar of competition. Nevertheless, Mr. Einstein warns, whenever policies are shaped to meet the dictates of competition without due regard for costs and profits, a business is however, to battle competitors in fields where management is handicapped in fighting its opponents and where victory, even if it is won, carries no reward.

"I am very grate-ful to you for Under a Bushel your comments and your invitation to write an article for PRINTERS' INK, but I am afraid that such an article which would thus receive so large an amount of publicity, would produce abuses by some of the motoring public.'

This is an extract from a letter written by the general sales manager of one of the leading automobile companies to a member of our editorial staff. The company has a follow-up system of letters which are sent to new car purchasers asking that the general sales manager be notified in person if the car is not giving entirely satisfactory service.

One person of our acquaintance had a real grievance against this company because of difficulty in securing an adjustment from a local dealer. Along came one of the sales manager's letters making his offer which was accepted and made good upon in such a notable way that the purchaser was more than ever a friend of that organization.

Such a system widely heralded, ought to be an exceedingly forceful method of advertising. this sales manager is afraid of it. He does not want it even discussed in an editorial way because it is his conviction that "so many motorists make mountains out of molehills as it is and we do not want to give them more encouragement along this line."

We lay no claims to be expert in the merchandising of automobiles. But on general principles it seems to us that such a position based on absolutely wrong premises. If buyers are going to be arbitrarily and unfairly exacting, they will not be any more that way because the manufacturer tells about the service and the satisfaction which everybody is going to demand anyway.

Shrink and Sell Forget past glories and determine prices on what they can make: that is the advice that Textile World gives the textile industry in a trenchant editorial! It is advice that should be followed by a great many other industries.

During 1932 it will be better to keep an eye on 1931 sales rather than to go back to boom days for comparisons. Much of the price madness that has afflicted American business during the last year has been due to manufacturers who are still suffering with the

old complaint of volumitis. "Shrink and sell" is Textile World's advice. Reasonable volume at profitable prices will bring prosperity. Heavy volume at non-profitable prices brings ruin.

Advertising Does Pay learn from the United States Department of Commerce, one does not dare try to sell a commodity on the installment plan unless he asks the police.

With the aggravated paternalism that actuates so many governments these days, the Norwegians, it seems, decided that the people should be saved from themselves. They were buying things beyond their income, failing to pay for them as a result of the depression and thus the already present distress was made more acute.

We are not saying that the intrusion of the policeman's club into an ordinary mine-run commercial transaction is not needed; having no first-hand information on conditions in the Far North we don't know.

But this much we do know:

If defaults on installment payments indicate a deepening of the depression, reasonable promptness in meeting them would indicate that a nation's buying power is fundamentally sound and in a fair condi-

tion of health.

And the latter seems to be the condition in the United States.

The president of a finance com-

pany whose facilities are employed to discount the dealer payment receivables of a number of the country's leading manufacturers of nationally advertised products, has confidentially shown us his collection record for the 36-months' period ending December 31, 1931. The monthly collections during this time average over 10 per cent of the outstanding receivables—which run well up into the millions.

With his permission, we here present the percentage of monthly collections, averaged quarterly, for that time:

	Percen
January to March	8.97
April to June	9.75
July to September	10.58
October to December	10.75
Year 1930	
January to March	10.87
April to June	11.01
July to September	12.16
October to December	12.13
Year 1931	
January to March	10.70
April to June	11.36
July to September	10.51
October to December	10.12

There is plenty of inspiration here, even for those possessing little faith.

These illuminating statistics reveal that with 42,000,000 people at work in the United States, the paying power of the nation is in pretty good shape after all. Note, too, that the percentage of collections is larger in 1931 than in 1929—a fact that is big with optimistic significance.

Here is the vital thing to be re-

While the market value of securities and property has shrunken alarmingly during the last two years, the country's pay-roll—which after all, is the bulwark of the nation's economic life—remains amazingly large.

The American people are buying; they are also paying. If they pay for what they buy, then the more they buy the better off the country will be.

The logical outcome of the discussion, then, is simply this:

Consumer acceptance, properly built, is a force that can weather depressions. There is real buying power in the country; and if there is, advertising does pay.

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to get a story in The Oregonian" ... says the boss



John L. Travis, City Editor, gives the story the once over.

 Perhaps his son has won a Rhodes Scholarship, his daughter is getting married, or the firm has decided to add a wing to the factory. Something which seems very important to the boss has happened and he wants a story in the newspapers. That goes for New York, Polk Center, and Portland.

But in Portland, the boss hopes for a special "break"-he hopes his story will be important enough to get space in The Oregonian. Other papers may use part of his story, or none, but if The Oregonian can use it, everything is rosy. Portland folks measure the importance of news by what The Oregonian does. A play in The Oregonian means really putting the news across.

Just a little indication, but what a human, undeniable indication that residents of Portland look to The Oregonian as the newspaper with the prestige, the reader interest, the advertising force to get results. And it does.



THE PROOF OF THE PUDDING

'Identical, keyed advertisements in The Oregonian and Portland's second newspaper proved to us that The Oregonism outpulls any other Portland newspaper 3 to 1."
—The Thomas System

PORTLAND, OREGON

National Representatives, WILLIAMS, LAWRENCE & CRESMER NEW YORK CHICAGO DETROIT SAN FRANCISCO LOS ANGELES SEATTLE

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## Advertising Club News

#### Get First Hand Data on Employment Drive

Leaders in the United Action for Bus-Leaders in the United Action for Bus-iness Recovery Campaign, which is the formal name for the drive which aims to put 1,000,000 men back to work, were the guests of the Advertising Club of New York, at a luncheon meeting last week. Reports for the first two days' work of the drive showed that 29,404 jobs had been found, a declaration which record enthusiam.

jobs had been found, a declaration which roused enthusiasm.

Speakers were Lee H. Bristol, who described the effort being contributed by the Association of National Advertisers, of which he is president; Matthew Woll, vice-president of the American Federation of Labor; Roy Dickinson, vice-president of PRINTERS' INK, who was spokesman for the American Legion, and Carl Root, director of the campaign.

for the American Legion, and Carl Byoir, director of the campaign.

Mr. Byoir, who compared the campaign to World War emergency mobilization, reviewed the progress of the campaign from his early discussion of such a campaign at a luncheon with Mr. Dickinson, to his formal presentation of the idea at the November convention of the idea at the November convention of the A. N. A., when plans for the drive definitely got under way.

Mr. Bristol graphically described organization set-up which allied every division of advertising in shoulder to shoulder work with the Legion and the Federation of Labor, both nationally, sectionally and locally in 10,800 communities.

## Attribute Industrial League of Nations to Advertising The extension of American advertis-

ing and merchandising methods through-

ing and merchandising methods throughout the world has formed a great industrial league of nations according to the speakers who addressed the February dinner meeting of the League of Advertising Women of New York.

The speakers who addressed the league on various phases of the international industrial cycle, were David R. Erwin, advertising manager of the General Motors Export Company; H. C. Miner, of the international division of the J. Walter Thompson Company; Allen H. Seed, Jr., vice-president of S. S. Koppe & Company, and Lucy A. Goldsmith, consultant on foreign trade.

Miss Goldsmith, speaking as chairman of the meeting, pointed out that advertising is a force that ignores tariff walls and national boundaries, tending to tie

tising is a force that ignores tariff walls and national boundaries, tending to tie the world into a single business unit. Mr. Erwin dealt with the subject from the manufacturer's point of view, while Mr. Miner showed the influence of our advertising methods abroad and the manner in which they must be adapted to appeal to the racial characteristics and psychology of other countries.

The Advertising Club of Seattle has moved its luncheon meeting place from the New Washington Hotel to the Olympic Hotel.

#### New York Art Directors to Hold Exhibition

to Hold Exhibition

The eleventh annual exhibition of advertising art arranged by the Art Directors Club of New York will be held at the Art Center, New York, from April 23 to May 14. The exhibition is open to anyone in the United States who has produced or directed advertising art that has been in use between January 1, 1931 and April 1, 1932.

Awards will be made in the following eight classifications: (1) color paintings and drawings of still life; (3) color paintings and drawings of still life; (3) color paintings and drawings, miscellaneous; (4) black-and-white illustrations for line reproduction; (5) black-and-white illustrations for line reproduction; (6) posters, car cards, maga-

and-white illustrations for line reproduction; (6) posters, car cards, magazine covers and book jackets; (7) decorative designs, and (8) photographs.
Window displays, packages, bottles and containers have been excluded. The Art Directors Club will hold a separate exhibition in the fall of 1932 for this

group.

Proofs for the exhibition must be on hand not later than March 5, 1932. Members of the committee in charge are: Elwood Whitney, chairman; Jack Tarleton, vice-chairman; Wilfred Chausee; Thomas Erwin; Fred Farrar; Abbott Kimball, and Loren Stone. Caroline Fleischer is exhibition secretary.

## Tenth District to Meet

At a meeting of the officers and directors of the Tenth District of the Advertising Federation of America, held recently at San Antonio, it was decided to hold the annual convention of that district at Austin, Texas, October 27, 28 and 29.

#### . . . San Antonio Club Elects

W. H. Barron, Jr., advertising man-ager of the Wolff & Marx Company, has been elected secretary of the San An-tonio Advertising Club. He succeeds John Lewis, resigned.

#### . . Buffalo Club Helps Unemployed

By means of a theatrical benefit the Greater Buffalo Advertising Club has raised the sum of \$5,032 for the Mayor's Unemployment Relief Fund in that city.

## P. L. Seligman Has Own Service

Paul L. Seligman, advertising and sales manager of the Liberty Manufacturing Company, New York, since 1926, has started his own survey and directmail service under the name of the Customer Survey Company, at 18 Ellenton Avenue, New Rochelle, N. Y.

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## Supreme Court Differentiates Between Media

It Puts Them Into Two Groups: Those Which the Public Cannot Dodge and Those Which Can Be Avoided

I T has remained for the Supreme Court of the United States (and the Supreme Court of the State of Utah) to establish a point of debetween advertising markation media that puts all media into two groups. The first group consists of those media which present the advertising in such a way that the public has the choice of reading the advertising or passing it by. The second group consists of those media which, according to the two courts, present the advertising in a manner that makes it practically impossible to escape the advertising appeal.

This interesting division of advertising media-a division that should occasion no end of discussion in advertising circles-developed out of the case which The Packer Corporation, outdoor advertising company, has fought through the courts, right up to the Supreme Court of the United States. Briefly, these are the facts of the case:

#### Case Carried to Supreme Court

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The laws of the State of Utah provide that "it shall be a misdemeanor" for anyone "to display on any billboard, street car sign, street car, placard, or any other object or place of display, any advertisement of cigarettes, cigarette papers, cigars," etc. The Packer Corporation was prosecuted under this statute for displaying a large poster advertising Chesterfield cigarettes on a poster panel which it owned in Salt Lake City. Packer Corporation was convicted and then appealed the case to the United States Supreme Court.

Its appeal was based on several grounds, its principal plea being that the Utah statute violates the equal protection clause of the Fourteenth Amendment. In other words, the company claimed that in discriminating between advertising of cigarettes which appeared on posters and similar advertising which appeared in newspapers and magazines, the State had made an arbitrary classification.

But the Supreme Court of the United States ruled that the State of Utah was well within its rights in making the classification. Various legal authorities for this opinion were cited by the Federal court, which then said:

"Moreover, as the State court has shown, there is a difference which justifies the classification between display advertising and in periodicals or newspapers:

"'Billboards, street car signs, and placards and such are in a class by They are wholly inthemselves. trastate, and the restrictions apply without discrimination to all in the same class. Advertisements of this sort are constantly before the eyes of observers on the streets and in street cars to be seen without the exercise of choice or volition on their part.

"'Other forms of advertising are ordinarily seen as a matter of choice on the part of the observer. The young people as well as the adults have those of the billboard thrust upon them by all the arts and devices skill can produce. In the case of newspapers and magazines, there must be some seeking by one who is to see and read them.

"'These distinctions clearly place this kind of advertisement in a position to be classified so that regulations or prohibitions may be imposed upon all within the class.

It is highly important, in considering this case, to bear in mind that the Federal court distinctly pointed out that the advertising under discussion was purely an intrastate affair. Had it been possible to prove otherwise, it is obvious that the State of Utah would not have been privileged to exercise regulatory power.

## The Little Schoolmaster's Classroom

DO retailers really want to ward

The Schoolmaster, in making this rather far-fetched inquiry, has in mind the fact that not having the size or kind of goods that you want has become almost a retailing tradition in the last two years.

But apparently there have been leaks somewhere in the seeming barrier against the buyer. So the latest bit of strategy is practically to eliminate the sales person.

A young woman tells the Schoolmaster of a recent instance which she says is fairly typical. She entered the yard goods department of one of the largest and best known department stores in the world. She saw exactly the material she wanted on the counter; that was a shock, but this was a lady of superb control. There was one salesperson in the whole section. And six prospective customers ahead of our heroine. She waited around a while in the idle hope that there might be reinforcements. After fifteen minutes, flat, she conceded the victory to the store management.

The young woman says she supposes it is the store's own business if it really wishes to be sentimental about its possessions and not part with them. But she feels that such denial is distinctly unsocial in cases like this one, for her desire for the yard goods had been caused in the first place by a style promotion exhibit on that particular material which the store was holding on the same day.

A recent experience of a group of California building and loan associations affords the Class an opportunity for a study in mass psychology—as this concerns a decision boldly to meet an emergency and its effect on both the public and the advertisers.

For more than a year these associations have been subjected to a continuous and severe demand for funds from savings customers.

The demand so increased in intensity that, if associations were not to be crippled in their functions, something radical had to be done. It was decided to put into effect a rule which would require advance notice from customers requesting funds.

It was felt that this might make a bad situation worse if the step were given publicity. The move was imperative but some of the associations felt that it should be put into operation quietly. Robert S. Odell, president of the Pacific States Savings & Loan Company, took the lead among those who urged that the issue be boldly met and that a straightforward, logical story be told to the public as to why the associations would limit withdrawals.

Newspaper space was taken for an advertisement. The approach used in delivering the story may be inferred from the headline which read: "Calling a Halt for the Common Good." Signatures of the sixteen associations sponsoring the advertisement concluded the copy.

Even the most sanguine of the sponsors expected that publication of the advertisement would create immense excitement and intensify the demand for withdrawal for at least a few days. What happened, however, is submitted to the Class as evidence that the public is appreciative of frankness and will respond to an open message where beating about the bush might only add fresh incentive to wagging tongues.

The single newspaper advertisement seems to have accomplished a reversal of public opinion. Requests for funds dwindled to a small fraction of previous demands. Some sponsors reported new savings accounts opened on the day the advertisement appeared and these have continued since its appearance.

So much for the effect of this

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## My, how "UG" has changed!



Yesteryear called the ugly duckling of merchandising, today the automatic sales machine is being fondly embraced by alert sellers the nation over. Read about this beautiful swam in "Automatic Merchandising," a smart book sent free to marketing executives.



MILLS NOVELTY CO. 4100 FULLERTON AVE. CHICAGO

WORLD'S LARGEST COIN MACHINE MANUFACTURERS

advertising venture on the part of the public it was aimed at. Its effect on the sponsors, naturally, is gratifying. The participants are now planning an extended cooperative campaign.

The apologetic approach in its highest perfection—Class Member Louis H. Frohman, of New York, who sent it to the Schoolmaster, thinks it may be a masterpiece—is exampled in this opening paragraph from a letter sent out by a dairy-grocery:

"Regretfully, however necessarily, we intrude upon your attention requesting thereby to carefully read the following lines, for mutuality of benefit is the prime of their importance."

Out of the "following lines" the Schoolmaster picks these as richly deserving the prime of attention:

"Remembering that sane minds reside in sane bodies, care in selecting the means of our physical and mental construction is very essential."

"Since aroma is most essential in coffee, its imprisonment in the can ceases as soon as the can is opened."

Although its English is faulty, this letter does have the virtue of that sincerity which many highly polished pieces of direct mail lack. And the Schoolmaster will wager that every prospect on the mailing list read it from beginning to end.

Sharper inspection of advertising values is encouraging those with mathematical minds to develop systems which will simplify the work of space buyers in medium evaluation. To the milline has been added two new yardsticks—the "lethrate" and the "truline."

The "truline" in purpose and operation is best explained in a simile advanced by Harry A. Casey, member of the Class, and sales promotion manager of the Scripps-Howard Newspapers who are introducing the new cost determinant.

"If you pay a dollar for a dozen razor blades and you find that only half of them are sharp," he points out, "you are really paying at the rate of \$2 a dozen for the sharp and useful blades." This simile, projected into the problem of rates, means that the sharp blades symbolize that part of a medium's circu-

MEDIA

"Here is one of the most complete and scholarly and at the same time practical treatises on advertising media published to date."—Ad. Club News

## ADVERTISING MEDIA HOW TO WEIGH MEDIA AND MEASURE

by HUGH ELMER AGNEW Chairman, Dept. of Marketing, N. Y. U.

426 pages containing all needed facts: What Constitutes an Advertising Medium; Classification of Media and Agency Recognition; Circulation—What It Is, How It Is Promoted; Factors to Consider in Comparing Rates; Magazines and Markets; Magazines and Farm Papers—Schedules and Rates; Newspa-

Schedules and Rates; Newspapers As An Advertising Medium; Newspaper Schedules, Services, Campaigns; Business Publications; House Organs, Directories, Programs; Sign Advertising; Radio Broadcasting; Sampling, Utilities, Motion Pictures.

Examine It Free
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lation which is valuable in the judgment of the advertiser. Waste might be circulation in arrears. It might be circulation outside of certain areas or income groups, or be judged by any one of several other standards.

The formula suggested for arriving at the truline rate, is as follows: Find the percentage of a publication's total circulation which is of the desired character. The resulting figure is to 100 as the agate line rate is to the truline rate. Therefore, divide the determined percentage into 100 and multiply by the agate line rate to find the truline rate.

The lethrate takes its name from its creator, Edward F. Lethen, Jr., of Chicago. It is based on the formula: If the advertising space cost of two publications of different sizes is equal; the page rate per thousand of the larger will be as much greater than the page rate per thousand of the smaller as the milline rate is greater than the milline rate of the larger.

To find the page size factor, he divides the number of lines per page by 1,000, taking the square root of the product and multiplying it by the milline rate, which gives the lethrate. A comparison of lethrates for two publications determines their relative space costs.

"Oh, yeah?" chortles Class Member Scott B. Ittner, of St. Louis, as he points to an authoritative statement on page 134, issue of February 11, in which the Schoolmaster went on record with this—"the Chinese haven't worn pigtails since the Imperial decree of many, many years ago."

Mr. Ittner's glee was caused by

Mr. Ittner's glee was caused by a rotogravure picture from the *Post-Dispatch* of his town, which apparently shows an Oriental of some nondescript race wearing a

#### One Great Sales Force Selling Hears Nothing Of

Yet: "Where the power of logic and argument ends. there it begins.... When reason even blenches there does it come and found its empire."

From: "POWERS THAT MOVE MEN TO ACTION."

ACTION."
Mailed Without Charge on Letter-Head Request

ROBERT RUXTON
10 High Street Boston, Mass.

## Ask It Any Question

On the subject of the mechanical production of good advertising and

## ADVERTISING

AND ITS MECHANICAL

## **PRODUCTION**

By CARL RICHARD GREER will give a correct, practical, workable and authori-

cal, workable and authoritative answer. That's why PRINTERS' INK says of it:

"An invaluable reference book for the use of anyone connected with any phase of advertising . . . no other book available covers so much ground." Yours at \$5.00 a copy.

THOS. Y. CROWELL CO.

# We offer you a New York Office— a Chicago Office— with Representation

An unusual opportunity is offered to manufacturers and business firms to secure economical and reliable representation, and to make use of the offices and services of an organization specializing in mail advertising.

We will handle customers—receive and answer your mail—follow up prospects by personal calls, mail and telephone. We will prepare sales literature and letters, if desired.

You have the advantage of excellent addresses, Fark Avenue in New York—Jackson Boulevard in Chicago. Each office has a competent staff and is equipped with teletypewriter service. You can use as much or as little of our services as you need—on either a fee or commission basis.

## R. S. TOTH AND ASSOCIATES

250 Park Avenue 53 W. Jackson Blvd. New York, N. Y. Chicago, Illinois

## **Every Woman** wants an advertising

A DVERTISING managers and agency men will appreciate the genuine value of this "medium." A practical souvenir for women that Is truly welcomed—and you know that it's the women who's the family purchasing agent.

Your "Ad" on her finger

The Anco Thimble is a bright little beau-ty, full-sized, first grade aluminum, Your wade-mark embossed on colored enamel. A constant and practically perpetual advertisement that really "goes into the home." Used successfully by well-known concerns. Quantities 1,000 to 100,000 or more.

Send Coupon for Samples and Latest Prices

The Atlas-Ansonia Co. 58 Grant St., New Haven, Conn.

You may send us samples and prices

Company ...... Address.....

Radio's Official Weekly

TELLS ALL YOU WISH TO KNOW ABOUT RADIO, IN A MINIATURE NEWS POCKET EDITION FORM Out On All Newsstands

Friday Feb. 26 Price 5c - \$2.00 per year

Important to Agencies

LITTLE MIKE, Inc. 755 Seventh Avenue, New York City Circle 7-7611 Mark Vance, Managing Editor

pigtail or perhaps a tail on a fur cap. It wasn't enough for Mr. Ittner to submit Exhibit "A"; he has now immortalized the incident in the following verse:

> . . AND THEREBY HANGS A PIGTAIL

Now if a writer go astray, In a yen to be quite punny; And execute a double play
On the Chinese word for money-

And if an artist gang agley, In a yen to stop the reader: And draw a long pigtailed toupee On a Chinese nickel feeder—

May not some other, likewise, err In his yen to be hair-splitting; And make some comment that is—er-Not just exactly fitting?

So pardon me, Schoolmaster, please, For sending you this photo, Which shows quite clearly a Chinese With pigtail on, in toto!

Anyway, one pigtail on what may or may not be a Chinaman is just one of those things that proves the rule. And that yellow man, we'll bet, keeps it under his hat when he passes a police station. He's just a pigtail bootlegger-a Celestial conscientious objector - who wouldn't know a laundry if he saw

C. H. Palmer Made Director of Railroad

Carleton H. Palmer, president of E. R. Squibb & Sons, New York, has been elected a director of the Long Island Railroad.

Now with Paul Block San Francisco Staff

Herbert Wyman, formerly with the New York office of Paul Block & Asso-ciates, is now with the San Francisco

**New England Advertising** 

Selling Organization with centrally located well-equipped offices in Boston-twelve years' service and excellent contactswants to connect with agency, magazine or trade paper wishing to develop New England business. Capable, experienced and responsible. "T," Box 149, P. I.

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"GIBBONS knows CANADA"

## Classified Advertisements

#### BUSINESS OPPORTUNITIES

WANTED — Advertising Representative for New England and Western New York by controlled pocket-size trade publica-tion. Liberal commissions. No drawing account. Box 850, Printers' Ink.

PUBLISHERS' REPRESENTATIVES-Well-known aggressive organization, have sold many thousands of dollars' worth of magazine space in Eastern Territory Wishes to add to their list. Box 847, P. I.

## MERGE now!

N. Y. Art & Idea Service with good clients will share present fine space with small reliable group. Box 851, P. I.

Strong A.B.C. Regional Business Paper considering publishers' representatives straight commission basis in Detroit, Chicago, Cleveland, St. Louis. State territory regularly covered, size of staff, publications represented, references. Box 853, P. I.

SELL NEW ENGLAND ADVERTISERS Group former national advertising managers offer sales representation to limited number products or services. Constant complete coverage. Con Box 855, Printers' Ink.

IMPRINTING JOBS WANTED

ick Service. Good Workmanship. Low Rates. Have fine equipment and space for warehousing, packing, shipping dealer helps. Highest references. Estimates fur-nished without obligation. Box 854, P. I.

PUBLISHERS' REPRESENTATIVES Organization established twenty years covering entire Middle West from beadquarters at Chicago, and branches in Cleveland and Detroit is in a position to render further service.

We would consider—

1. Taking over another Publishers'
Representative organization, including de-

Representative organization, including uesirable personnel.

2. Taking over Chicago Office, including personnel, of publisher now operating own Chicago branch.

3. Handling advertising sales of desirable publications at present having no Chicago office. Box 857, P. I.

#### EMPLOYMENT SERVICES

this page 5 years ago. Did not require your help then. In the years that passed I have heard many fine things about you." From coast to coast you will hear nothing but "fine things" about Penn's working for \$5,000-\$50,000 men. Penn has helped thousands like you. Penn can help you, too. Consult Penn today. JACOB PENN, INC., 535 5th Av., N.Y.C. "I found you on

#### MISCELLANEOUS

## Insurance Copy

Free-lance. Ready when promised or no charge. 5 yrs. on house organ, Sat. Evc. Post advt., letters. Box 849, Printers' Ink.

#### POSITIONS WANTED

ARTIST-10 years of widely varied exmodern layouts and finished perience. art, excellent letterer, knowing type and printing production—desires connection. printing production—de Box 861, Printers' Ink.

Wish to Contract with an estate or in-dividual owner of trade journal who de-sires to be relieved of responsibility of publishing it. Many years' experience and expert ability. Box 860, P. I.

No, Hebrew, 13:8 verse about copy I write or layouts I draw; my human interest advertising sticks out from the apes; New Yorker. Box 858, Printers' Ink.

## **★** ART DIRECTOR ★

A young man with years of agency experience, who has developed many of the largest and most successful campaigns, now available to an aggressive agency. Box 852, Printers' Ink.

ADVERTISING EXECUTIVE-Assist or direct. Seasoned in mail, news-paper, magazine campaigns. Exceptional paper, magazine campaigns. Exceptional copy, correspondence, production methods. For manufacturer, wholesaler, retailer. (Age 34, single, Univ. Education) ● Economical planning ● Moderate Salary. Box 848, Printers' Ink.

How Do You Stand at the Point-of-Sale? For eight years I have worked on sales and marketing problems for leading manufacturers. Am familiar with special problems in big cities, small towns, farming centers. I work entirely in the field—not at desk. References from executives whose names you will know. Box 862, Printers' Ink.

PUBLICITY AND PROMOTION MAN

—Successful record in keeping favorable
mention of companies and products in
editorial pages of magazines and newspapers. Also has thorough knowledge of
house organs, direct mail, copy writing,
preparation of literature and general sales
promotion. Now in charge of this work for
one of largest advertisers. Box 856, P. I.

TRADE JOURNAL BUSINESS MANAGER available April 1st (or sooner). Twenty years' experience, seven in present location, in every department of trade journal work (except editorial). Capable of taking complete charge as publisher; and, if advisable, investing moderate amount of cash. Will accept part interest in lieu of portion of salary, or contract on

profit-sharing basis.

Not cheap—but good.

Address Box 859, Printers' Ink.

## CATALOGS

A complete, economical, catalog compilation and printing supervision service is offered to busy sales and advertising executives of the electrical, radio and hardware industries by a seasoned advertising man who has specialized in provertising man who has specialized in pro-ducing technical and consumer catalogs, on a free-lance basis, for firms all over the country. Complete details and sam-ples of recent work will be sent gladly for your inspection. Joseph Calcaterra, Pleasantville, N. Y. (N. Y. C. suburb).

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